MANAGEMENT
TAKE THE LEAD
IN YOUR CAREER

POSTGRADUATE COURSES IN MANAGEMENT
SEPTEMBER 2013 AND JANUARY 2014
WE’VE INVESTED OVER £120 MILLION IN OUR AMAZING CAMPUS DEVELOPMENT
WWW.RGU.AC.UK/NEWBUILD

Our landmark tower houses our library, located in our new building, Riverside East.
A TOP-RATED UNIVERSITY FOR EMPLOYABILITY

96% OF OUR POSTGRADUATE STUDENTS ARE IN WORK OR FURTHER STUDY SIX MONTHS AFTER GRADUATING.

(HESA 2011)
# Full Course Listing

## Aberdeen Business School

### Accounting and Finance
- Accounting and Finance
- Financial Management
- Oil and Gas Accounting
- Strategic Accounting (with CIMA)

### Communication, Marketing and Media
- Corporate Communication and Public Affairs
- Fashion Management
- International Marketing Management
- International Tourism and Hospitality Management
- Journalism

### Information Management
- Graduate Certificate Information Studies
- Information and Library Studies
- Information Management
- MBA Information Management

### Law
- Certificate Mediation
- Construction Law and Arbitration
- Diploma in Professional Legal Practice
- Employment Law and Practice
- International Commercial Law
- Oil and Gas Law

### Management
- Graduate Certificate Management Studies
- Graduate Certificate Project Management
- Business Management (BA)
- Energy Management
- Health, Safety and Risk Management
- Human Resource Management
- International Business
- International Tourism and Hospitality Management
- Leadership & Management
- Management
- Master of Business Administration
- Master of Public Administration
- MBA Information Management
- MBA Oil and Gas Management
- Project Management
- Purchasing and Supply Chain Management
- Quality Management

## Computing
- Information and Network Security
- Information Engineering
- Information Engineering with Network Management
- IT for the Oil and Gas Industry
- IT Management
- Software Technology
- Software Technology with Network Management

## Engineering
- Asset Integrity Management
- Communications and Computer Network Engineering
- Drilling and Well Engineering
- Energy and Sustainability
- Offshore Renewables
- Oil and Gas Engineering
- Petroleum Production Engineering
- Subsea Engineering

## Gray’s School of Art
- Fine Art*

## Faculty of Health & Social Care

### Applied Social Studies
- Corporate Social Responsibility and Energy
- Energy and Sustainability
- Social Work

### Health Sciences
- Clinical Biomechanics
- Health Promotion and Public Health*
- Physiotherapy (pre-registration)
- Radiographic Studies (DipHE)

### Nursing and Midwifery
- Advanced Clinical Practice
- Clinical Practice
- Advanced District Nursing*
- Nursing (Nurse-led Practice)
- Occupational Health Practice*
- Public Health Nursing*

### Pharmacy and Life Sciences
- Advanced Pharmacy Practice
- Clinical Pharmacy Practice (Hospital/Community)
- Instrumental Analytical Science
- DNA Analysis, Proteomics and Metabolomics
- Instrumental Analytical Science
- Drug Analysis and Toxicology
- Instrumental Analytical Science
- Environmental Analysis
- Instrumental Analytical Science
- Oilfield Chemicals
- Overseas Pharmacists Assessment Programme

*Subject to validation
AROUND 1,100 CANDIDATES FROM OVER 90 COUNTRIES JOIN OUR POSTGRADUATE PROGRAMMES EACH YEAR. OUR COURSES ADD REAL VALUE IN THE LABOUR MARKET AND ALLOW YOU TO DIFFERENTIATE YOURSELF. OUR GRADUATES FIND OUR PROGRAMMES CHALLENGING, INVIGORATING AND ENJOYABLE.
The decision to undertake further study is a major one. Choosing the right programme that fits with your educational and career development aims is very important. This decision will have potential to influence your future professional career and your ability to perform in that career. Aberdeen Business School has an excellent reputation in the higher education sector – Robert Gordon University continues to be rated top modern university in Scotland and the UK.

At Aberdeen Business School we have one of the strongest portfolios of quality courses. Our courses are accredited by the Association of MBAs (AMBA), Chartered Institute of Personnel Development (CIPD) and The Institute of Export.

Reflecting our vocational strength we are accredited by and have links to The Chartered Institute of Public Relations (CIPR), the Chartered Institute of Library and Information Professionals (CILIP), Chartered Institute of Arbitrators (CIArb), and The Chartered Institute of Purchasing & Supply (CIPS).

It is for this reason that around 1,100 candidates from over 90 countries join our postgraduate programmes each year. Our courses add real value in the labour market and allow you to differentiate yourself. Our graduates find our programmes challenging, but also invigorating and enjoyable. Whether you are a recent graduate wishing to develop a career path or whether you are an experienced candidate returning to study, there is a course for you.

Professor Rita Marcella
Dean, Aberdeen Business School
BETTER EMPLOYABILITY? BETTER STUDY AT RGU.

Whether you have recently graduated, want professional accreditation, are looking to retrain or develop your career – whatever your reasons for postgraduate study – we offer a wide range of courses with flexible study modes including online, part-time or full-time to fit around your needs.

We are a top-rated university for employability with an impressive 96% employment rate, giving you that crucial competitive edge within a crowded jobs market.

We produce high-calibre graduates with highly desirable skills who are snapped up by recruiters and head-hunted by the best in the business. So be prepared to improve and succeed!

www.rgu.ac.uk/better

WHY STUDY A POSTGRADUATE DEGREE AT ROBERT GORDON UNIVERSITY?

Engaging with employers
We work closely with employers at every stage to ensure our courses prepare you for the professional world; from course development and accreditation to guest speakers and placements.

A commitment to students
Our student-centric approach and reputation means that students invest in us time and again to assist them on their way to their chosen career.

Track record
96% of our postgraduates are in work or further study 6 months after graduating (HESA 2011)

Named Best Modern University in the UK in The Times Good University Guide 2012

Awarded Scottish University of the Year in The Sunday Times University Guide 2011

An inspirational environment
The £120 million campus development includes our stunning new building, Riverside East. Find out more at www.rgu.ac.uk/newbuild

Research
Our research success is just as impressive, with 70% of our research receiving international recognition in the 2008 Research Assessment Exercise.

Economic effects
Pressure on the jobs market means graduates now face the difficult process of job hunting within a very competitive environment. This has created the perfect opportunity to undertake a postgraduate degree.

Building your brand
Developing your knowledge demonstrates a high level of dedication to prospective employers. Recruiters are also keen to see transferable skills gained through further study.

Continuing Professional Development
Lifelong learning is now considered to be an integral part of your own personal development, allowing you to keep abreast of innovations within your own profession.

Planning a new career
Planning a change of direction into a new career can be an exciting but challenging process. Some career changes will be relatively easy to achieve and others may require acquiring new skills and knowledge.

Placements
Employers value work experience. It shows that you have industry experience to complement your degree and demonstrates an added commitment to the sector. They also give you the opportunity to sample prospective roles whilst building up business contacts to use in your future career.

POSTGRADUATE OPEN EVENINGS

These events give you the opportunity to speak directly with Course Leaders, see the campus and our facilities and ask any questions you may have regarding finance or your application.

For more information on forthcoming Open Evenings visit www.rgu.ac.uk/openevening
PRESSURE ON THE JOBS MARKET MEANS GRADUATES NOW FACE THE DIFFICULT PROCESS OF JOB HUNTING WITHIN A VERY COMPETITIVE ENVIRONMENT. THIS HAS CREATED THE PERFECT OPPORTUNITY TO UNDERTAKE FURTHER TRAINING AND EXPERIENCE THROUGH A POSTGRADUATE DEGREE.
ABERDEEN BUSINESS SCHOOL

REPUTATION

Aberdeen Business School (ABS) is one of the leading providers of management and professional business education in Scotland.

The achievements and continuing success of our graduates in their careers is a true mark of the high quality and recognition given to the postgraduate and undergraduate programmes delivered at the School.

As one of the leading providers of management and professional education in Scotland, Aberdeen Business School has established links with industry, commerce and the public sector.

This enables us to design practical, innovative courses which offer students an exceptional learning experience. Our reputation is built on providing employers with professional individuals who have the best technical and personal skills and fully prepares our graduates for their chosen career.

STRONG INDUSTRY LINKS

ABS has a long and well established history of providing placements for our students and has fostered strong links with the business community, both locally and nationally. Placements are an important part of the majority of our courses at undergraduate level and a number at postgraduate.

We have a dedicated Placement Office which sources placements for our students, as well as providing assistance with CVs and interview techniques. Placements are an invaluable part of what we do at ABS and allow our students to be ‘job-ready’ upon graduating.

ACCREDITATION

The Association of Business Schools (ABS)

We are a member of the professional body which represents the leading business schools of UK universities.

The Association of MBAs (AMBA)

Accredited by the AMBA, we are one of only a handful of institutions worldwide to be accredited in respect of every form of the MBA. The Financial Times 2007 lists our e-MBA as one of the Top 32 online and distance learning MBAs available globally.

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OUR COURSES

To ensure we provide courses to the highest academic standard and relevant to your chosen professional field, we continue to build on our strong links with the professional business community both nationally and internationally. Therefore, graduates from our accredited and approved courses can be confident that they hold a nationally and internationally recognised award which will open doors and enhance their career opportunities.

Completing an accredited course will allow you to become a member of the issuing professional body.

CAREER PROSPECTS

Our relentless focus on professional education means our graduates are not just ready to work, but are also equipped to become an enduring and valuable contribution to industry and the professions on a regional, national and global scale. We are extremely proud of our graduate record at ABS and believe it is our inspirational teaching and practical courses that make our graduates such desirable candidates.

STAFF

We’re proud of our teaching staff; proud of their quality and academic achievements as well as the practical experience they have in their area. Our professors, lecturers and tutors combine first-class qualifications with time spent in business or industry. They offer insight from both worlds – the theoretical and practical – to help inspire you. Aberdeen Business School is split into five departments: Accounting and Finance; Management; Communication, Marketing and Media; Law and Information Management.

Our research institute, IMaGeS (Institute for Management, Governance and Society), has three themes: Business & Enterprise; Information & Communication; and Governance & Society. Associated with the Institute, we have research centres in Entrepreneurship, Public Policy, International Labour Markets and Transport Policy.

For more information please visit:
www.rgu.ac.uk/research/images

GLOBAL COMMUNITY

You will join a truly international student population, and have the opportunity to meet, study and socialise with people from many backgrounds and cultures.

For our international students, this interaction also helps to improve English language skills and whilst studying in Aberdeen you will also have the chance to find out about Scotland and the culture of this unique area of the UK. ABS is also an internationally focused business school, we rank joint 13th in Western Europe’s ‘Excellent Business Schools’ – the 3 Palmes category of eduniversal.com.

FACILITIES

Our students benefit from a range of facilities housed within Aberdeen Business School. Our spacious lecture theatres are equipped with the latest teaching facilities, including Personal Response System (PRS) technology. PRS allows for an interactive teaching experience between students and lecturers. The PRS system allows staff to introduce quizzes and polls into the lecture which we believe gives our students a fuller learning experience and helps them to understand their subjects in greater detail. We are also in the process of introducing One Touch technology which allows lectures to be recorded live, a feature that will be a huge benefit to our distance-learning students. To take a virtual tour of our facilities visit:
www.rgu.ac.uk/virtualtours

Moot Court

Law students benefit from our Moot Court. The purpose-built courtroom is fitted with recording equipment for filming assessments and debates, meaning our students have the chance to put Law theory into practice.

TV studio and radio station

Our television studio and radio station have been designed to give our communication and media students the opportunity to work with industry-standard equipment. This prior knowledge is invaluable when forging a career in the media.

Library

The library is home to a huge number of books, journals, e-learning materials, DVDs, research and exam papers, all available for our students to use during their studies.

LOCATION

Located within the Garthdee campus, on the banks of the River Dee in the south-side of the city, Aberdeen Business School’s setting is both inspiring and contemporary, themes that are reflected in all of our courses delivered at the school. Ten minutes from the city centre, the campus is accessible and inviting. The lush parkland campus on the banks of the river makes it an ideal setting for your studies.

For more information on ABS, visit:
www.rgu.ac.uk/aberdeenbusinessschool
OUR RELENTLESS FOCUS ON PROFESSIONAL EDUCATION MEANS OUR GRADUATES ARE NOT JUST READY TO WORK, BUT ARE ALSO EQUIPPED TO BECOME AN ENDURING AND VALUABLE CONTRIBUTION TO INDUSTRY AND THE PROFESSIONS ON A REGIONAL, NATIONAL AND GLOBAL SCALE.
“As the largest department within Aberdeen Business School, we cover a number of business subjects including entrepreneurship, leadership, operations and supply chain, project management, human resource management, economics and public policy.

Utilising our interaction with the business community and our nationally excellent research, we combine theory and contemporary practice to ensure that our courses meet both traditional business requirements as well as the requirements of emerging industries and the demands of doing business in a global environment.

Our staff have a strong background in consultancy and training for the corporate market which, alongside both our practical experience and our research and scholarship, ensures that our focus is on producing graduates who are well positioned to gain employment either in the vibrant local economy or internationally.”

Professor Alex Russell, Head of Department of Management

OIL AND GAS SPECIALISATION

Based within Europe’s energy hub, we have built enduring relationships with a number of local and global companies. These links have fostered innovative courses allowing those working within or looking to work within these industries the ability to develop specialisms relating to the oil and gas sector.

INDUSTRY LINKS

Working closely with industry partners allows us to develop appropriate course content and provides you with an insight into the working environment. You will also benefit from networking opportunities with both commercial organisations and professional bodies.

EXTERNAL SPEAKERS

Practitioners are regularly involved in the delivery of key modules within each course. They participate in a number of ways from holding guest lectures to providing topical issues to be covered throughout the course.

FACILITIES

Our new library is housed in a striking green tower at Riverside East. Home to several University collections, the Library is also frequently used as a venue for exhibitions.

Facilities include:

- Vast range of books and journals plus fast access to databases, ebooks and other online resources
- Quiet study areas
- Meeting rooms for group work
- IT and printing facilities
- Wireless internet access

ACCREDITATION
RESEARCH

In the 2008 UK Research Assessment Exercise (RAE) the department achieved recognition for their excellent research with 40% rated as internationally excellent or world leading. The relevance of our research activity for business in fields such as entrepreneurship is demonstrated by our recent national survey for the Federation of Small Businesses on the impact of the economic downturn on small businesses. This went on to be widely reported in the media.

The Charles P. Skene Centre for Entrepreneurship
Based within the University, the Centre has a reputation for academic excellence for both teaching and research in entrepreneurship. Our main goal is to inspire our students to explore entrepreneurial opportunities and to equip you with the appropriate knowledge and skills to build the businesses of tomorrow.

Our staff have a wealth of expertise and experience which enables us to teach, research and promote enterprise effectively whilst striving to build on our reputation within these areas. Centre staff also hold memberships to editorial boards of three leading journals and, alongside doctoral students, contribute towards a range of international scholarly journals, books and international conference presentations. The activity within the Centre is a key component of the University’s drive to develop a new generation of enterprising students.

The Centre for Public Policy and Management (CPPM)
The CPPM is a research unit based within the University and is one of Scotland’s leading multi-disciplinary research centres offering consultancy and research in Scottish and European public policy. The Centre focuses on applied policy research within a wide range of fields relating to the public and voluntary sector, non-profit and commercial agencies undertaking similar patterns of work.

We enjoy an active research culture across a number of different specialisms, encouraging academic publications and applied research, which in turn strengthens our academic and research excellence. Our specific areas of interest include:

Business Management
- Corporate Social Responsibility
- Business Ethics
- Business Strategy
- Environmental Management and Policy
- Psychological Contracts
- Operations and Logistics Management
- Quality Management

Human Resource Management
- Leadership Development
- Knowledge Intensive Organisations
- Social Capital
- Comparative Employee Relations
- Professional Development – portfolio tools
- Women’s Career Development – social networks and mentoring
- Change in faith-based organisations
- Employee Assistance Programmes

Economics
- Governance issues and the market for corporate control
- Corporate Failure
- Financial Markets
- Labour Market Skills
STAFF

**DR ABHISHEK AGARWAL**
Deputy Course Leader, Energy Management

Dr Agarwal is a Senior Lecturer in the Aberdeen Business School. He holds an MBA from Aberdeen University and completed his PhD in 2011. Dr Agarwal coordinates various modules, and in his role as Deputy Course Leader for MSc Energy Management, he focuses on enhancing student experience, by organising energy industry site visits and seminars, career workshops and coordinating consultancy projects from energy industry.

His research interests are focused on strategy, planning and policy approaches shaping the energy sector. Dr Agarwal has a good record of publishing and has been a chair for five conference tracks since 2008. He has contributed to the delivery of various courses in the Aberdeen Business School since 2004, as well as provided consultancy services to public and private sector bodies.

He is vice-chair of the Institute of Environmental Management and Assessment (IEMA) Steering Committee in North Scotland and holds membership of Energy Institute, Nuclear Consulting Group, Scottish Oil Club and Energy Network – Aberdeen and Grampian Chamber of Commerce. Dr Agarwal holds various professional qualifications, including being a certified Auditor for Environmental and Quality Management Systems.

**CAROL AIR**
Course Leader, Purchasing and Supply Chain Management

Prior to joining the University, Carol worked as a Purchasing and Supply Chain Professional, gaining extensive experience in supply chain re-engineering. She was primarily involved in the procurement of electronics and mechanical hardware in high and low volume global manufacturing environments. Carol teaches at both undergraduate and postgraduate level in the areas of Strategic Purchasing, Purchasing Principles and Operations Management.

In addition to her first degree in business, MBA and postgraduate teaching qualification, she is a full member of The Chartered Institute of Purchasing and Supply and The Institute of Operations Management.

Carol’s research interests include; management decision making, MoD supply chains and public procurement.

**MOIRA BAILEY**
Programme Manager

Before joining the University, Moira’s roles included Personnel and Training Manager, Further Education lecturer, freelance trainer and HR consultant. Moira’s interests are in the improvement of student awareness and competency in relation to Continuing Professional Development (CPD). She delivers ‘Securing Your Business’, a CPD course developed in conjunction with Grampian Police, and she is also a committee member and CPD Advisor for the North of Scotland and Islands Branch of the CIPD.

Moira is also a licensed user of ‘Thinking Styles’, a metacognitive psychometric instrument which can be used as a management, team building or developmental tool. Her research interests are CPD, Informal Learning and The Psychological Contract. Moira has recently commenced an EdD research project with the University of Stirling, focusing on Informal Learning in relation to Professional Competence. Moira is working on an EdD.

**DR AHMED BELOUCIF**
Course Leader, International Business

Ahmed joined the department as Lecturer in Marketing in 1994 and has been course Leader for MSc International Business since 2001. He has lectured for more than 25 years at both undergraduate and postgraduate level as well as delivering consultancy and training workshops in the UK, Kazakhstan and Algeria.

Ahmed’s research interests include corporate failure and financial scandals with his PhD research based on ‘Assessment of Relationship Quality: Auditors-Client Relationships in the UK’. He has published several articles in a number of journals including the Journal of Financial Services Marketing, the International Journal of Knowledge Management, Culture and Change Management, the European Business Review and the Journal of Current Research in Global Business.
MANAGEMENT

KIRSTEEN CLOSE

Course Leader, Masters in Public Administration (MPA) and Programme Manager - Postgraduate General Management Courses

Before joining the University, Kirsteen worked as a lawyer in a private legal practice and also held a number of legal and policy positions within local government. Kirsteen’s particular interests are in the development of professional skills and competencies for public service leaders and managers. She is Convener of the Business School’s Public Policy Forum and formerly served on the University’s Academic Council.

Kirsteen is currently an External Examiner for the University of Stirling’s Diploma in Legal Practice (Public Administration). Kirsteen’s research interests include the enhancement of the student learning experience in public administration courses and gender equality in the political process.

KIRSTINE COLLINS

Acting Course Leader, MSc Human Resources Management

Prior to joining the university Kirstine was a Business & Management Lecturer at Moray College UHI. In the past she also worked as a client relationship specialist for a number of businesses within the financial sector. In addition to her first degree in Public Administration & Management Kirstine holds an MSc in Human Resource Management and a Postgraduate teaching qualification. Kirstine’s interests are in student transition from Further to Higher Education and the experiences of those returning to education.

BUKOLA FATUROTI

Course Leader, MBA part-time

Bukola joined the Robert Gordon University after completing an LLM in International Information Technology Law at the university. He is the first student to graduate with a first class result grade from the University of Ibadan, Nigeria before going to the London School of Economics where he studied for an LLM in Public International Law. Bukola was also at the Central European University. Prior to his legal career, he completed a BA (Hons) in English Language from Ogun State University (now Olabisi Onabanjo University). He has worked in both Nigeria and London as a barrister and solicitor.


DAVID GIBBONS-WOOD

Group Lead Entrepreneurship and Economics

David Gibbons-Wood (MA Hons) is the group lead for Entrepreneurship, Leadership and Economics. The group as a whole contributes excellent teaching and research across all three disciplines and has a hugely significant role in delivering entrepreneurship modules across the university. An economist by training, David’s expertise focuses on labour market issues and workforce development, both in private and public sector and across numerous industry sectors.

He has managed numerous labour market intelligence projects on behalf of The Scottish Government, Scottish Enterprise, DTI, The European Social Fund and various skills agencies. David has published over 60 reports on regional, national and cross-national labour market analysis. David is a member of the IMaGeS Research Institute and Director of the Centre for International Labour Market Studies.
SEAN HUFF
Group Lead, Operations Management

Sean Huff is a Senior Lecturer in International Strategic Management with Group Lead responsibility for Operations, Project Management, Supply Chain, and Quality Management in the Department of Management in the Aberdeen Business School. He has broad international experience on issues of national competitiveness and trade from countries such as Russia, China, Indonesia, and the Balkans. Sean works with clients from the energy industry on research related to offshore operational efficiency, energy security, and the impact of renewable energy on national energy systems.

LOWELLYNE JAMES
Course Leader, MSc Quality Management

Lowellyne James is a lecturer in MSc Quality Management and MSc Purchasing & Supply Chain Management. He is an alumnus of the Edinburgh Business School MBA programme. As part of his continuous learning ethos he reviews management and technical books on behalf of both the Chartered Quality Institute and Chartered Management Institute. His personal quality policy statement is: “To pursue excellence in innovation and creative thought whilst continuously striving for perfection in both my professional and family life”.

LINDA JENKINS
Course Leader, MBA full-time

Linda Jenkins is Course Leader for the full-time MBA. She is currently undertaking doctoral research into Executive Coaching and Mentoring, Impact and Evaluation.

SUSAN LAWRIE
Course Leader, BA (Hons) Business Management

Susan is a Senior Lecturer in the Department of Accounting & Finance and has been with RGU since 1993 mainly involved in the teaching of financial and management accounting. As Course Leader of Business Management she has been responsible for the development of part time blended and distance learning delivery to undergraduate students, giving access opportunities to those who have not previously studied at university. Prior to joining RGU Susan worked in the oil industry firstly within the finance department of an oil company and then as a trainer specialising in oil industry finance and economics.

DAVE MACKINTOSH
Course Leader, Management

Before taking up his current full-time lecturing post in 2008, Dave lectured part-time and also ran his own HR Consultancy for 8 years. Prior to joining the University, Dave worked for over 20 years heading up the training and development function within government organisations covering everything from apprenticeship schemes to senior management development. He has been closely involved in the development of the North of Scotland & Islands branch of the Chartered Institute of Personnel & Development (CIPD) for many years. As a result of his work with the Institute, Dave was awarded the prestigious CIPD Badge of Merit in 2005.

DR CHARLES MADDISON
Course Leader, Energy Management

Dr Maddison obtained his PhD from the European University Institute in Florence. He obtained his bachelors in economics from Kingston University (London) and his masters from the London School of Economics where he graduated with distinction. Before coming to RGU Dr Maddison was a lecturer at the University of Aberty-Dundee where he was module tutor for the MBA program.

Current interests include: The Shifting Dynamics of the Global Economy and the Rise of the Emerging Market Economies; Pipeline Diplomacy; Dutch Disease; Resource Curse and Voracity Effects; Emerging Markets; Energy Demand and Climate Change; The Role of National Oil Companies Versus International Oil Companies and Future Supply; The Political Economy of: Climate Change, OPEC, and Energy Subsidies; Differential Rents in Oil and Gas markets; Oil and Gas Market Structures and Differential Oil and Gas Market Dynamics and Peak Oil and Commodity – a Super-Cycle?
Andrew Martin has worked for two UK national companies, and was Swallow Hotels youngest ever General Manager. He went on to hold the post of Hotel General Manager in Edinburgh, Aberdeen and Preston. During his hotel career Andrew specialised in HR (personnel related issues) and Marketing. After joining Robert Gordon University Andrew was appointed Director of the Scottish Centre of Tourism, and has undertaken research in diverse areas like peripheral tourism, skills gaps in the hotel industry and Whisky tourism. Andrew has advised the Scottish government on Tourism matters, including a competitive strategy of VisitScotland. He has addressed the recent Parliamentary Committee Enquiry into Tourism.

Bryan McNay
Course Leader, part-time Executive MBA, part-time Executive MBA Oil and Gas Management

Bryan is a Senior Lecturer, teaching in the subject area of operations management. He is the Course Leader for the two on-campus Part-time Executive MBA courses and he is also the Programme Manager for our growing suite of international MBA collaboration projects. Currently these projects link Aberdeen Business School with Vaasa University in Finland, Curtin University in Australia and Hochschule Fresenius in Germany. With a background in manufacturing, consultancy and management training and with a wide range of practical management experience gained over some twenty years in the UK and overseas, Bryan joined ABS in 1999. In addition to his teaching and management responsibilities, he is currently working on his DBA. His research interest is in the field of operations management, specifically decommissioning issues in the UKCS Oil and Gas Sector.

Professor Alex Russell
Head of Department of Management and Professor of Oil and Gas Accounting

Professor Russell has held top management positions at several universities. Prior to joining Aberdeen Business School in April 2010, he held the post of Head of Dundee Business School at the University of Abertay. He is the newly appointed Chair of the Oil Industry Finance Association, the body which sets Standard Oil Accounting Procedures for the North Sea oil industry. His research includes oil and gas accounting and regulation and has taken him around the world, working with institutions in Kuwait, Nigeria, Australia and China. Professor Russell is currently supervising a range of PhDs.

Allan Scott
Director of MBA, Course Leader MBA Oil and Gas Management

Allan has been strategically involved with the MBA for several years ensuring the continued success of the MBA programme as a full-time, part-time and online course as well as developing the specialist MBA Oil and Gas Management. Allan runs the MBA Leadership Week and is a Senior Lecturer in the Management Department specialising in e-business. He has held numerous key roles within the University relating to e-marketing and is currently the Director of e-marketing within Aberdeen Business School and provides consultancy and training in this area both within the University and externally for local businesses.

Anne Stevenson
Group Lead, Human Resource Management

Anne is currently Group Lead for the HRM teaching team in the Department of Management. She has extensive experience in HR roles within the manufacturing and the offshore industry. Anne has been involved in quality enhancement within the University and nationally through the Quality Assurance Agency, and internationally on accreditation panels. Her overseas experience includes teaching in Europe, China, India, Hong Kong, Algeria and Kazakhstan.
PROFESSOR PETER A STRACHAN
Group Lead, Strategy and Policy

Peter is the Subject Leader for around 15 academic staff and is involved in setting objectives for the Department of Management and planning staff teaching and resources. Peter is also involved in the quality assurance of modules delivered by Strategy and Policy staff and the review and update of the portfolio of Strategy and Policy modules on offer across Aberdeen Business School. Professor Strachan is also Director of the Doctor of Business Administration (DBA) Programme, with his own research focusing on energy policy and environmental management.

LANGES SUPRAMANIAM
Course Leader, MSc Project Management and MSc Quality Management

Langes holds civil engineering qualification (undergraduate and postgraduate) and built environment, supply chain management experience. Langes has had worked on mega projects and been involved in the built environment project management and construction project management. His teaching and industry experience ranges from project management, supply chain management, project strategy and leadership, commercial and contract management in projects, procurement, purchasing and quality management. Langes teaches both undergraduate and postgraduate programmes. He has also delivered for corporate programmes in Oil & Gas industries including pharmaceuticals. Langes has affiliations and qualifications with professional institutions such as MRICS (Chartered), MCQI MCQP (Chartered), MCILT (Chartered), MBCS CITP (Chartered), MCMi, APM, APMP, PMi, PMP.

DR FARID ULLAH
Course Leader, MSc Management

Farid specialises in the area of entrepreneurship and small business development issues with a particular interest in the role of entrepreneurship in economic growth, economic development and social development in both developed and developing countries. His current research focus is to explore the role of entrepreneurship in the conflict regions around the world with a focus on the South Asia. He is also interested in entrepreneurship in the Islamic world. Previously, he has worked for the Global Entrepreneurship Monitor (GEM) and has been a visiting scholar at the COMSATS Institute of Information Technology (CIIT), Islamabad, Pakistan.

He has recently completed a Research and Knowledge Exchange (RAKE) project in June 2011 which was funded by the Institute for Small Business and Entrepreneurship (ISBE). He has authored and co-authored a number of academic papers in the entrepreneurship subject area.

Farid joined Robert Gordon University in August 2009. He has been teaching entrepreneurship modules to undergraduate and postgraduate students.

MARTIN YOUNG
Acting Course Leader, MSc Human Resources Management

Martin joined the University in 2011 teaching on the MSc HRM, MBA and BA Hons Management, including corporate work for the Oil and Gas Industry. Prior to joining the Lecturing team, Martin gained 22 years experience in operational management, HR and Organisational Development across all 3 sectors in a variety of Industries including media, retail, manufacturing and finance as well as providing consultancy services to start up businesses. Particular areas of expertise include project management, change management, reward, engagement, performance management and leadership development.
YOUR CAREER OPTIONS

Management, across all business functions, deals with bringing people together to accomplish desired goals and objectives efficiently and effectively. Management comprises planning, organising, staffing, leading or directing, and controlling an organisation for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.

HUMAN RESOURCE MANAGER

A human resource (HR) manager develops, advises on and implements policies relating to the effective use of personnel within an organisation. HR/personnel work comprises of a number of different but related policies, all of which are required by organisations that employ people, whatever the size or type of business. These cover areas such as working practices, recruitment, pay, conditions of employment and diversity. The HR manager ensures that the organisation employs the right balance of staff in terms of skills and experience, and that training and development opportunities are available to employees to enhance their performance in order to achieve the organisation’s objectives.

FINANCIAL RISK ANALYST

Financial risk analysts identify and analyse the areas of potential risk threatening the assets, earning capacity or success of organisations in the industrial, commercial or public sector. They are also sometimes called risk managers and have the responsibility of predicting change, forecasting cost to the organisation and predicting future trends.

INSURANCE BROKER

An insurance broker acts as an intermediary between clients and insurance companies. Clients may be either individuals or commercial businesses and organisations. Brokers use their in-depth knowledge of risks and the insurance market to find and arrange suitable insurance policies. Insurance brokers, unlike tied agents, are independent and offer products from more than one insurer to ensure that their clients get the best deal.

Insurance policies range from motor insurance, required by law to drive a vehicle in the UK, to public, employers’ or product liability insurance, which pays compensation on the basis of the assessment of legal liability for damage, injury or harm.

HEALTH, SAFETY AND ENVIRONMENT MANAGER

Health, safety and environment (HSE) managers work to protect employees’ health, safety and working environment by making sure risks in the workplace are properly controlled. They ensure employers comply with all aspects of health and safety laws and that workplaces are not the cause of ill health, injury or even death. They do this by inspecting business premises and investigating accidents and through enforcement of the law. HSE managers may specialise in one area such as the general workplace, construction, forestry or hazardous goods, or they may work for a general team.

MANAGEMENT CONSULTANT

Management consultants are involved in providing objective advice, expertise and specialist skills with the aim of creating value, maximising growth or improving the business performance of their clients. They are primarily concerned with the strategy, structure, management and operations of an organisation. Consultants can assist by identifying options with recommendations, providing additional resources and/or the implementation of solutions. They operate across a wide variety of services such as business strategy, marketing, financial and management controls, human resources, information technology, e-business and operations, and supply-chain management.
**FINANCIAL CONTROLLER**

Financial controllers oversee the quality of accounting and financial reporting within an organisation. They play a major part in driving continuous improvements in order to increase profitability. Key responsibilities include: providing full financial service to the business; ensuring clarity of business performance; KPIs; insightful reporting and performance analysis; ownership and preparation of brand and divisional forecasts, annual budgets and strategic business plans; and determining the appropriate financial control framework and applying/enforcing it.

**CHIEF EXECUTIVE OFFICER**

The responsibility of the chief executive officer is to align the company, internally and externally, with its strategic vision. The core duty of a CEO is to facilitate business outside of the company while guiding employees and other executive officers towards a central objective. The size and sector of the company will dictate the secondary responsibilities. A CEO must have a balance of internal and external initiatives to build a sustainable company. For corporations, the CEO primarily coordinates external initiatives at a high level. As there are many other c-level executives (e.g. marketing, information, technical, financial, etc.), corporate CEOs seldom have low-level functions.

**MARKETING EXECUTIVE**

There are wide and varied career paths within marketing and your role will depend upon the sector you work in and the size of the organisation. It will also depend on the focus of your organisation, whether you are selling a product or trying to raise awareness of an issue. You may be involved in a wide range of marketing-related activities such as advertising, promotion, media relations, events, sales and research.

**QUALITY MANAGER**

Quality assurance (QA) aims to ensure that the product or service an organisation provides is fit for purpose and meets both external and internal requirements, including legal compliance and customer expectations. Quality managers, sometimes called quality assurance managers, coordinate the activities required to meet quality standards. They also monitor and advise on the performance of the quality management system and produce data and report on performance, measuring against set indicators. They liaise with other managers and staff throughout the organisation to ensure that the QA system is functioning properly. Where appropriate, the quality manager advises on changes and their implementation and provides training, tools and techniques to enable others to achieve quality.

**PROJECT MANAGER**

A project manager is the person responsible for accomplishing project objectives. Key project management responsibilities include creating clear and attainable project objectives and success criteria and managing the triple constraint for projects, which are cost, time, and quality. A project manager is often a client representative and has to determine and implement the exact needs of the client, based on knowledge of the firm they are representing. The ability to adapt to the various internal procedures of the contracting party, and to form close links with the nominated representatives, is essential in ensuring that the key issues of cost, time, quality and above all, client satisfaction, can be realised.

\[ WANT TO KNOW MORE? \]

This is just a small selection of career opportunities available. Find out more by reading our course details from pages 30 through to 76.
CAREERS & EMPLOYABILITY CENTRE

We are on hand to help you reach informed decisions regarding your future career, to assist you in achieving your goals and to provide a framework enabling you to cope with subsequent careers decisions.

CV AND APPLICATION FORMS SUPPORT

We support you in understanding how to sell your skills and experiences to employers both in the UK and beyond, ensuring that the information is tailored to the position and sector you are applying to.

INTERVIEW PREPARATION

Within the Careers & Employability Centre we support you in understanding what is expected of you, and the types of questions you may be asked and how to respond professionally. We also offer mock interview sessions.

WHERE ARE THE OPPORTUNITIES?

The Graduate Job market can be very daunting, knowing where to look for opportunities and understanding closing dates. We support you by identifying resources (both online and paper, UK and globally) that you can access as well as advertising opportunities through JOBSHOP.

PART-TIME WORK

We understand the need to work part-time in order to help finance your studies, enhance your work experience and document your skills. We arrange a part-time Jobs Fair in the first week of teaching in September and provide you access to our online part-time Jobs Portal.

CAREERS FAIRS

We organise two large scale Careers Fairs per year, The RGU Careers Fair in October and the North of Scotland Graduate Careers Fair in Spring. These fairs provide you with the opportunity to speak to graduate recruiters and understand more about their opportunities and the recruitment process before applying for vacancies.

EMPLOYER ON-CAMPUS PRESENTATIONS

Employers are keen to speak to our students directly, to facilitate this we arrange on-campus recruitment and applications skills presentations where employers can raise the profile of their company and provide more information on the opportunities that they have as well as the benefits of working for that company and a chance for you to ask questions.

ON-COURSE DELIVERY

Each Careers Consultant is assigned a caseload, and they liaise closely with Course Leaders to tailor on-course careers input to ensure that you are given the most up-to-date careers information relevant to your degree area.

ONLINE RESOURCES

Our website, as well as course specific Campus Moodle pages, has been created to convey career specific information to you. We have also recently launched our online employability module ‘Preparing to Succeed’.

WEEKLY WORKSHOPS

In conjunction with key events, we deliver tailored presentations and workshops on areas such as securing part time work, how to complete application forms and the importance of networking to support you in your search for graduate employment. These workshops are open to all students.

CAMPUS MOODLE

You can also access our services through the website or Campus Moodle. You can also submit questions by email, or request a phone or Skype interview.

For more information visit www.rgu.ac.uk/careers
PROFESSIONAL DEVELOPMENT

For individuals looking for Continuing Professional Development, we offer a diverse range of accredited postgraduate courses and study options to suit your needs.

If you are an employer interested in training and development for your workforce our Business Services team will work with you to identify your organisation’s requirements.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

It is important to manage your own career and personal development is the key in achieving this.

What is CPD about?
Professional development is now a fundamental part of our working lives. It allows you to:

• Formalise your experience
• Keep up to date professionally
• Develop your existing skills and knowledge
• Make a successful career move
• Gain accreditation from a professional body

Professional Development at RGU
Managing your career to ensure you have the up-to-date skills required by employers is essential in today’s increasingly competitive job market. All our modules are delivered through online distance learning, providing the flexibility to study whenever and wherever suits you. You can:

• Try stand alone tasters allow you to try out a new subject and the experience of studying online
• Access flexible, relevant learning to enable you to manage your career more effectively
• Study one or more modules to develop your knowledge or support a change of specialism

Should you decide to work towards a graduate or postgraduate award up to a full Masters degree you may be able to transfer the credits accumulated. Many of our modules are accredited by professional bodies.

For further information on the workshops, modules and CPD courses within your area of interest visit www.rgu.ac.uk/profdev

The benefits of personal development
Managing your career is not only personally rewarding but vital in an increasingly competitive jobs market and within fast changing professions.

Personal development ensures you stay interested and motivated in your role and helps you identify and take advantage of any opportunities that may come your way.

Taking a structured approach to your professional development will enable you to manage your career more effectively, deciding on the goals you want to reach and taking control of the route you take.

Aberdeen Business School has always been at the forefront in responding to the growing need for Continuing Professional Development (CPD). The School offers a variety of ways of studying (part-time, open and online) which help to meet the variety of CPD needs of those who are already in employment.

Most of the modules on our postgraduate courses can be taken on a free-standing basis and may contribute to your own Continuing Professional Development (CPD).

Since these modules form part of an assessed learning programme they provide you with an accredited qualification as well as giving you up-to-date knowledge in the subject area of your choice.

• Accounting & Finance/Business Administration/ Law/Marketing Project Management/Construction Law & Arbitration module
• LLM Oil & Gas Law Modules
• Info Management/HR Management/ Communications & Media
• Public Policy

For more information on CPD opportunities at Aberdeen Business School please contact us E: ABSpostgrad@rgu.ac.uk
BUSINESS SERVICES
We work with UK and overseas organisations and governments to provide accredited and customised learning and development solutions.

What we can do for you
We spend time with clients to understand their specific needs and objectives to identify training and competency gaps:

- Industry-relevant, award-bearing educational programmes, from graduate certificates to Masters programmes and MBAs.
- Training customised to meet specific business requirements; from short courses to in-depth programmes.
- Consultancy interventions such as Training Needs Analyses and Innovation Audits, Contract Research, Business Simulation exercises and maintenance of a productive and healthy workforce and environment.
- Competency and Capability Assurance: partnering with you to bridge competency and skills gaps.

With access to a wide range of both University and industry experts, we can provide programmes either directly from our existing courses or developed from our expertise within the following specialist areas:

- Management
- Law
- Engineering
- Accounting and Finance
- Computing
- Health

To ensure our programmes are fit for purpose, we have developed courses in conjunction with industry through specialist expertise within the Engineering School’s Energy Centre, Aberdeen Business School and the Faculty of Health and Social Care to meet market requirements. Courses relevant to the Oil and Gas industry include:

- Energy Management
- Project Management (APM, PMI accredited)
- Quality Management (CQI accredited)
- MBA and MBA Oil & Gas Management (AMBA accredited)
- Oil and Gas Accounting
- Oil and Gas Law (CIArb accredited)
- Offshore Renewables
- Oil and Gas Engineering (Energy Institute accredited)
- Drilling and Well Engineering (Energy Institute accredited)
- Subsea Engineering (Energy Institute accredited)
- Petroleum Production Engineering (Energy Institute accredited)
- Asset Integrity Management (Energy Institute accredited)
- Purchasing and Supply Chain Management (CIPS accredited)
- Health, Safety and Risk Management
- Commercial Practice for the Energy Sectors
- Corporate Social Responsibility with Energy
- Occupational Health Practice
- Health Improvement and Health Promotion

Industry links
The University’s strength lies in working directly with industry to understand its needs and objectives, which in turn shapes the courses we deliver. Based in the European capital for Oil & Gas technology and expertise gives us a significant advantage and ability to engage at high level with international and national oil and service companies such as Shell, Chevron, Sonatrach in Algeria, PDVSA in Venezuela and PetroChina. We also work closely with national and local industry bodies such as UKTI, IMechE, Subsea UK and the Energy Institute.

Flexibility
We can deliver training in Aberdeen, via Online Distance Learning (ODL) or through blended learning (ODL supported by in-country teaching) allowing you flexibility where operational demands and geographic spread can restrict traditional learning routes.

Customisation
Our flexibility and ability to customise programmes are key factors for us in providing development programmes that will help your organisation to maximise the potential of your workforce.

HOW TO CONTACT US
business@rgu.ac.uk
T: +44 (0)1224 263320

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Business Development Manager
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The course offers a practical, relevant and sound grounding to project management by covering fundamental topics whilst achieving a balance of theory with reality.

Melanie Thom
MSc Project Management
As an alumnus you enjoy lifelong connections with other alumni and the university. The Alumni Magazine and recent initiatives like Business Networking on ‘LinkedIn’ and Email for Life, have drawn our community closer. It’s great to see such innovative initiatives developed by the Alumni Association, opening up opportunities to get more involved.

Sachin Rajshekhar Samson, Regional Manager at Zenith Software, Melbourne
AFTER YOU LEAVE

University life doesn’t end after graduation. Our Alumni Association supports our worldwide community of over 70,000 graduates. We keep our graduates in touch with the University and each other, with a range of exclusive benefits and services.

BENEFITS AND SERVICES FOR ALUMNI

Connect and Nexus Online
Alumni magazine and bi-monthly electronic bulletin keeping you up to date.

Careers support
Giving you access to a range of services available from the Robert Gordon University Careers & Employability Centre.

Email for life
You will never need to change your email address again. All alumni are eligible to receive a free University email account for life.

Find a friend service
Helping you keep in touch with former classmates and link up with other graduates living in your area.

Alumni loyalty discount
Providing 15% off postgraduate course fees to graduates of Robert Gordon University with an undergraduate degree.

Lifelong learning
Providing information and advice on a wide range of postgraduate and CPD courses.

Events and reunions
Including masterclasses, exhibitions, open days and alumni receptions, both at home and overseas. As well as providing an opportunity to catch up with former classmates, alumni events are the perfect chance to expand your social and business networks, opening up new opportunities.

Alumni Privilege Card
Providing you with a host of discounts and special offers.

Alumni groups
The University has a number of alumni groups and virtual communities around the globe.

Volunteering
Enhance our students’ learning experience and boost your CV by participating in our alumni volunteering programme.

There are many ways you can get involved including: providing a career profile or testimonial; using your industry expertise to talk to students and support student projects; offering student placements; joining our international alumni ambassador scheme; assisting with student recruitment and establishing an alumni group.

The Alumni Fund
You can help our students to learn, create and innovate by donating to the Alumni Fund.

For more information on all the services on offer, please visit www.rgu.ac.uk/alumni
## COURSES IN MANAGEMENT

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FLEXIBLE STUDY OPTIONS TO SUIT YOUR LIFESTYLE

When considering a postgraduate course, it is important to also consider the mode of study which best suits your needs. We deliver the equivalent learning experience across all our modes of study, offering a variety of different options, allowing you to gain the qualifications you need in a way that suits you.

Full-time
This is the traditional and quickest route for completing any of the postgraduate courses offered at the University and requires full attendance for the duration of the programme as stated on each of the course pages. If you are looking to focus solely on your studies, this option will allow you to gain the knowledge and practical skills you require within the shortest amount of time.

Part-time
If you are looking to continue working during your studies or have other commitments which will not allow you to undertake a full-time course, this option allows you to incorporate studying with other responsibilities. Part-time courses run alongside the full-time programmes and split the same modules across the length of the course, detailed on course pages.

Online Distance Learning (ODL)
If you are unable to study on campus we also offer a large number of courses through distance learning, allowing a greater degree of flexibility.

This mode of study does not differ in content from those taught on campus, the difference lies with the mode of delivery via our online virtual learning environment Campus Moodle (Modular Object-Oriented Dynamic Learning Environment).

You will be taken through an induction on Campus Moodle by Course Leaders at the beginning of each programme, ensuring you understand how to use this effectively, where to find resources, how to contact your Course Leaders and the use of multimedia such as podcasts and virtual classrooms.

The student experience is equally as important for those studying online as for those attending lectures on campus, ODL students have a strong sense of community through the use of discussion forums, chat and group working areas. Some courses also have optional periods of attendance where students are invited on campus to meet fellow students, staff, use facilities and participate in workshops designed to support your coursework.

QUALIFICATIONS EXPLAINED

BA Degree
This flexible BA degree is an undergraduate academic qualification which can be completed in 12 months.

Graduate Certificate (Grad Cert)
If you do not possess an undergraduate/first degree then this qualification will allow you access to a specialised postgraduate area of study, otherwise unavailable to you.

If you don’t want to commit to studying a full Masters degree, you can complete single modules and work towards the following exit awards:

Postgraduate Certificate (PgCert)
Award granted on completion of modules that accumulate to 60 credits.

Postgraduate Diploma (PgDip)
Award granted on completion of modules that accumulate to 120 credits. If you get a diploma you will have gained 120 of the 180 credits you need for a masters degree.

Masters (MSc/MBA)
Award granted on completion of modules that accumulate to 180 credits and typically includes a dissertation. This will enable you to consolidate and apply the skills and knowledge gained in your earlier postgraduate study.
MANAGEMENT STUDIES
Grad Cert/BA

ABOUT OUR BA DEGREE/GRADUATE CERTIFICATE

If you do not possess an undergraduate/first degree then this qualification will allow you access to a specialised postgraduate area of study (PgDip/MSc), otherwise unavailable to you.

These courses are taught at the level of third year of a first degree, and will normally relate to the industry in which you currently work and subsequently support the postgraduate course you would like to complete. The Graduate Certificate provides access to a range of postgraduate courses within the department and also stands as a qualification in its own right.

WHO IS THIS FOR?

If you are working full-time or part-time in either a managerial or supervisory role, with five years’ experience, the Graduate Certificate will allow you to enhance your experience, giving you an acknowledged qualification and providing you with options for further study within the University on a variety of professionally accredited courses.

WHAT CAN THIS LEAD ON TO?

In addition to subject-specific knowledge, you will develop skills in areas such as academic research and writing, critical thinking, and more general skills such as time management and inter-personal communication.

On completion of the course you will have access to the relevant postgraduate courses featured in this guide.

PROGRAMME OVERVIEW

Developing your knowledge and gaining a relevant qualification will assist you in building a more productive business and get ahead in your career. This course will enable you to develop the transferable business and people skills required for professional practice in management. You will learn to use key IT systems such as spreadsheets, databases and presentation software which are critical in the successful delivery of effective business systems.

You will consider how business and management have developed over time and be able to examine key issues associated with both the internal and external environment within which organisations operate.

You will develop knowledge and understanding of basic skills in financial management accounting and an appreciation of the accounting function.

To achieve a degree in Business Management, you will be required to submit a comprehensive business plan for a new business idea and identify/solve a work based issue within your own workplace.
WHO SHOULD ATTEND
This course is suitable for those who do not have an undergraduate degree and are working full-time or part-time in either a managerial or supervisory role, with five years’ experience at that level. It will allow you to enhance your experience, giving you an acknowledged qualification and providing you with options for further study within the University on a variety of professionally accredited courses.

BENEFITS TO YOU
Completing this course will also provide you with access to our professionally accredited courses, allowing you to develop your career further and venture into diverse job roles. You will be able to incorporate study with your other commitments whilst working towards a formal qualification. You will also be able to use your experience from your current role throughout the course, allowing you to critically examine the day-to-day workings of your own organisation and identify the different functions relevant to the course. It also encourages you to consider issues which may arise in the execution of tasks and reflect critically on the value of your contribution within the organisation.

CAREER OPPORTUNITIES
This course is designed to prepare you for study at Masters degree level. However it also provides a management qualification in its own right. The subjects studied cover a range of topics relevant to supervisory or junior-level management and will benefit those looking to further their career.

BENEFITS TO ORGANISATIONS
The ability to adopt a creative approach to addressing business problems and identifying opportunities will allow those within supervisory or managerial roles to create or amend business systems, allowing for increased productivity and effective delivery of services. Undertaking a qualification to improve your performance demonstrates potential for further development and career opportunities.

THE FLEXIBILITY OF THE VIRTUAL CAMPUS SERVED ME VERY WELL BECAUSE IT WAS OFTEN BETWEEN 8.00PM AND 2.00AM ON WEEK NIGHTS THAT I HAD THE TIME TO DO MY STUDIES. THE CONTENT OF THE MODULES WERE ALL RELEVANT AND LOGICALLY ASSEMBLED FOR STUDYING.
ALAN BUDGE, GRADUATE CERTIFICATE IN MANAGEMENT STUDIES
COURSE DETAILS

PROJECT MANAGEMENT
Grad Cert
BUSINESS MANAGEMENT
BA

COURSE LEADS ON TO:
- Honours year of BA Business Management Degree
- MSc Project Management

COURSE CONTENT:
- Project Management - Operations
- Project Management - Change
- Project Management - Commercial & Strategic

Plus two additional modules for BA qualification.
- Creating A Business Opportunity
- Business Consultancy Project

PROGRAMME OVERVIEW

As organisations strive for efficiency and optimised performance, project management has increased in importance with most jobs now including elements of this sophisticated and highly disciplined function. Project management has emerged as a crucial factor determining the success of an organisation, whether it is a question of facing an economic crisis or generating large turnover, this function plays a pivotal role in the growth of any company.

Project management is far from a new concept; however complex commercial and financial arrangements across numerous companies, increased technical challenges, evolving local conditions (especially political and legal) and a geographically moving portfolio has given way to huge changes.

This course has been designed to provide you with an understanding of the principles, methodologies, practices and tools associated with effective project management. You will develop essential decision-making, problem-solving, planning and organisational skills as well as vocational competencies including change control, project scheduling, requirements management, project planning, configuration management and issue management.

To achieve a degree in Business Management, you will be required to submit a comprehensive business plan for a new business idea and identify/solve a work based issue within your own workplace.

WHO SHOULD ATTEND

This course is suitable for those who have two years’ relevant project management experience and are looking to formalise their knowledge and skills or progress within this sector. Your experience can be in either a supervisory, professional or managerial position within any industry including manufacturing, engineering, construction, public sector, voluntary sector or commerce.

YOU WILL DEVELOP ESSENTIAL DECISION-MAKING, PROBLEM-SOLVING, PLANNING AND ORGANISATIONAL SKILLS AS WELL AS VOCATIONAL COMPETENCIES INCLUDING CHANGE CONTROL, PROJECT SCHEDULING, REQUIREMENTS MANAGEMENT, PROJECT PLANNING, CONFIGURATION MANAGEMENT AND ISSUE MANAGEMENT.
**BENEFITS TO YOU**

Completing this course will provide you with access to our professionally accredited MSc Project Management, allowing you to develop your career further and venture into diverse job roles. The flexible nature of this course enables you to incorporate study with your other commitments to achieve a formal qualification.

You will also be able to apply experience from your current role throughout the course, allowing you to critically examine the day-to-day workings of your own organisation and identify the different functions relevant to the course. It also encourages you to consider issues which may arise in the execution of tasks and reflect critically on the value of your contribution within the organisation.

**CAREER OPPORTUNITIES**

This course is designed to prepare you for study at Masters degree level, however it also provides a qualification in its own right. The subjects studied cover a range of topics relevant to supervisory or junior-level roles and will benefit those looking to further their career.

**BENEFITS TO ORGANISATIONS**

The ability to apply practical skills and knowledge to current project management responsibilities will enable those within supervisory or managerial roles to create or amend systems, allowing for increased productivity and effective delivery of services. Undertaking a qualification to improve your performance demonstrates potential for further development and career opportunities.

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**KEY DETAILS**

**STUDY OPTIONS**

Online Distance Learning (ODL)

**START DATES**

September

**COURSE DURATION**

9 months - Graduate Certificate
12 months - BA

**FINAL AWARD**

Graduate Certificate
Project Management
BA Business Management

**COURSE LEADER**

Susan Lawrie
s.lawrie@rgu.ac.uk
T +44 (0)1224 263861

**FEES AND FURTHER INFORMATION**

Please visit
www.rgu.ac.uk/gradcertproject

**APPLY ONLINE**

WWW.RGU.AC.UK/APPLYONLINE
ENERGY MANAGEMENT
MSc

COURSE DETAILS

COURSE CONTENT:

- Oil and Gas Management
- Energy Finance
- Energy Policy and the Environment
- Renewable Energy Management
- Oil and Gas Economics
- Strategic Analysis for the Energy Sector
- Strategic Operations Management Oil and Gas
- Energy Project*
- Risk Management and Business Continuity

Plus two electives from:

- Renewable Energy Issues
- Oil and Gas Contract Law
- Project Fundamentals
- Health, Safety and Risk in an Organisational Context
- Leadership, Communication and Change
- Supply Chain Management
- Managing People

* Energy project to be a consultancy or business research project.

PROGRAMME OVERVIEW

This course has been developed in response to the needs of local industry and enterprise in line with the emerging importance of the energy sector both nationally and globally.

A comprehensive consultation exercise with energy companies identified that 93% of the industry representatives feel it is important to have a specialist energy business masters. The consultation also indicated that the energy industry is facing some fundamental recruitment issues.

This course is designed to provide comprehensive practice-based management education to those currently working or who wish to enter the energy industry. You will cover upstream management education for oil and gas, sustainable and renewable energy and the interface and opportunity between these industries.

The course will focus on the management areas within oil and gas and renewable energy and provides underpinning knowledge of operational and management aspects of business decision making, exposing you to current academic and practitioner debates in the energy sector. The course offers a complete perspective of energy management from upstream oil and gas through to renewable energy across a variety of geographic regions.

You will benefit from underpinning core energy management and strategic analysis modules alongside a wide selection of energy management options plus a real-life energy management project. All the modules are rooted firmly in professional practice and designed to provide students with the ability to apply operational thinking and best practice in a variety of contexts within the energy industry.

If you are studying flexibly through online distance learning, you will be taught via our virtual learning environment Campus Moodle, which allows us to recreate the same challenging interactive format of the on-campus course for those studying fully online. The same material and content is utilised as the full-time on-campus course and is delivered by the same subject specialists.

Energy Management Project

All students will undertake a business research or consultancy project focused on energy industry. You will work as a team to address a specific issue/problem of strategic nature and translate this in a feasible research plan, undertake a significant piece of independent research in an applied aspect of energy business, and discuss the findings coherently in an appropriate management report.

This element of the course is designed to enable you to synthesise and critically apply in a practical context, the knowledge and understanding and skills developed in the taught elements of the programme, face challenges of working within new settings, apply learning to new problems and earn valuable experience. This project is designed to enhance your research, analytical, communication and personal skills. You will gain practical skills, intellectual skills and key employability and enterprise skills. You will develop business consultancy skills appropriate for the energy sector that are transferable into the workplace.
WHO SHOULD ATTEND

This course is suitable for those who have an undergraduate degree within a business or related discipline. It is also aimed at those currently working in the energy sector, including existing managers and specialists for example within the oil and gas industry who may have an academic specialism in a non business discipline or those who have experience of working in the energy sector and those who already have a relevant undergraduate degree and who wish to extend and apply their knowledge to working within the energy sector.

BENEFITS TO YOU

The content of this course reflects feedback from the energy industry and is intended to fulfil the management training requirements for technical, business and early career managers within the sector. The course will add to your professional skill-set and not only enhance your career prospects but allow you to examine and improve the day to day workings of your own organisation and to combine study with other commitments whilst working towards a formal qualification.

CAREER OPTIONS

Consultation with the energy industry has been carried out and this highlights fundamental recruitment issues within the industry and the requirement for managers capable of leading these organisations and adding value. The MSc Energy Management will enable you to develop your career further and venture into a variety of energy sectors, including electricity, bio fuels, renewables, nuclear, oil and gas. The course will prepare you for a variety of opportunities in, for example, energy management, energy assessment, environmental management, carbon management, risk management, distribution, exploration, economic, production, engineering and safety.

BENEFITS TO ORGANISATIONS

The MSc Energy Management will permit individuals to build on employees’ existing experience and expertise - providing an opportunity for continual improvement whether your organisation operates at a local or international level. By completing this course, employees will demonstrate knowledge and skills that would make an immediate, valuable and effective contribution to any organisation and apply a wide range of technical and business knowledge and expertise alongside management competencies.
HEALTH, SAFETY AND RISK MANAGEMENT
MSc

YOU WILL LEARN TO:

> Consider the management, human and psychological factors essential to the successful implementation of health, safety and risk strategy
> Take a strategic view of related topics such as Corporate Social Responsibility, Ethics and The Environment
> Understand legal perspectives related to health and safety strategy

COURSE CONTENT:

> Health Safety and the Law
> Hazard Identification and Risk Management
> Health, Safety and Risk in an Organisational Context
> Health Safety and Risk: People Management
> Health, Safety and Risk: Behavioural Management
> Health Safety and Risk: Accident Investigation and Analysis
> Health Safety and Risk: Strategic Management
> Health Safety and Risk: Professional Development and Practice

PROGRAMME OVERVIEW

The Health and Safety Executive (HSE) emphasises the importance of health and safety and employers’ responsibility to protect the health and safety of their staff and customers and members of the public who may be affected by their work. However, the responsibility within this area is not solely that of an employer but also the individual whether they are permanent staff, agency or contractors, they each need to be aware of issues that affect their health and safety at work.

With this in mind, the content of this course has been designed to reflect the variety of aspects within professional practice and to provide you with the knowledge and practical skills needed for managing health, safety and risk issues. You will also look at a number of different elements which impact on each of these areas, such as corporate social responsibility, ethics and the environment.

A key feature of the course is the work-based project where you will be given the opportunity to demonstrate your ability to apply your knowledge and understanding of health, safety and risk to a current work-related problem or issue. In addition to the legal perspectives, you will also be encouraged to consider the management, human and psychological factors essential to the successful implementation of health, safety and risk strategy.

For those studying on campus, you will be taught through a mixture of lectures, tutorials, seminars, guest presentations and masterclasses. To deliver the masterclasses, we invite recognised practitioners from local business, who are known experts in their field, to deliver presentations on topical issues. We strive to deliver equivalent learning experiences to both our on and off campus students; therefore if you are studying via our online virtual learning environment Campus Moodle, you will enjoy the same elements of the course by accessing discussion forums, chat rooms and web conferencing tools to create a virtual classroom.

WHO SHOULD ATTEND

This course is suitable for middle to senior managers who have responsibility for, or an interest in, health, safety and risk management. The course will also be of interest to managers who wish to attain a formal management qualification in this area and those who wish to develop careers in this field.
BENEFITS TO YOU

This course is fully accredited by IOSH, the world’s largest professional health and safety organisation and completing this course will enable you to gain recognition from your employer and fellow professionals. This professional accreditation also ensures the content is of the highest industry standard. You will also have the opportunity to apply for Graduate Membership with IOSH on completion of the PgDip award.

CAREER OPPORTUNITIES

For those already working with the sector, you will be able to develop your career to senior management level through demonstrating competency in the strategic management of health, safety and risk. If you are starting out in this field, you will be able to improve your employment and career opportunities by demonstrating knowledge and understanding of management and people issues.

BENEFITS TO ORGANISATIONS

The provision of high quality health, safety and risk management education and skills is crucial to the success and stability of any organisation today. In recognition of the importance of this area, we have worked with experienced practitioners in designing this course, both in the subjects covered and in its development and mode of delivery. This expertise, along with informed academic knowledge and skills, provides graduates with the skills and knowledge for the practical application of strategic health, safety and risk management essential in the professional environment today.

A KEY FEATURE OF THE COURSE IS THE WORK-BASED PROJECT WHERE YOU WILL BE GIVEN THE OPPORTUNITY TO DEMONSTRATE YOUR ABILITY TO APPLY YOUR KNOWLEDGE AND UNDERSTANDING OF HEALTH, SAFETY AND RISK TO A CURRENT WORK-RELATED PROBLEM OR ISSUE. IN ADDITION TO THE LEGAL PERSPECTIVES, YOU WILL ALSO BE ENCOURAGED TO CONSIDER THE MANAGEMENT, HUMAN AND PSYCHOLOGICAL FACTORS ESSENTIAL TO THE SUCCESSFUL IMPLEMENTATION OF HEALTH, SAFETY AND RISK STRATEGY.
COURSE DETAILS

HUMAN RESOURCE MANAGEMENT

MSc

YOU WILL LEARN TO:

➤ Make an immediate and effective contribution to the HR function within your organisation; helping to attract, retain and develop the people needed for organisational success

➤ Understand and evaluate why and how HR should contribute to the strategic development of your organisation

➤ Understand and influence change within your organisation, and interpret wider environmental impact

➤ Systematically and continuously review your own personal and professional development

➤ Demonstrate competence in a wide range of professional skills, including people management and leadership, business understanding, strategic thinking, professional and ethical behaviour

COURSE CONTENT:

➤ Leading, Managing and Developing People

➤ Personal and Research Skills

➤ Compensation and Benefits

➤ Resourcing and Talent Management

➤ Lifelong Learning and Development

➤ Employee Relations

➤ Managing Human Resources in a Business Context

➤ HRM Masters Project or Personal and Professional Development

➤ HRM Dissertation

KEY ISSUES

An organisation’s workforce is at the core of all activity, therefore attracting, engaging and developing people will allow your organisation to perform at its best. This is the objective behind the HRM function and is also the reason why it is found at the heart of successful businesses worldwide. As business functions develop so does the HR function, which drives performance through people.

The course is designed to enable you to develop a range of skills suitable for a general HR practitioner. What’s more, as an HR professional your skills are highly transferable. You’ll be able to move between organisations and sectors.

As an increasingly important business function, there are significant career opportunities in this profession as effective human resource management provides the organisation with the potential to achieve real competitive advantage.

PROGRAMME OVERVIEW

This course has been designed to develop practical skills and knowledge in line with professional, academic and industry standards. Depending on your choice of study option, you will be taught via a mixture of lectures, tutorials, online tutorials, exercises, self-directed learning, seminars, guest presentations and masterclasses. Those studying online will be taught via our online virtual environment, Campus Moodle, which allows us to create a virtual classroom. A key aspect of the course is the interaction between students from diverse backgrounds and with academic staff, allowing you to share experiences and knowledge, thus enhancing your learning.

In addition to gaining the core functional knowledge and skills required to work within the sector, you will develop a wide range of transferable skills, including problem solving, numeracy, presentation and communication, IT, team working and leadership.
WHO SHOULD ATTEND

This course has been designed for those with an undergraduate Honours degree or equivalent, who are looking to enter the profession. The course is also suitable for current practitioners looking to build on existing experience to enable career development within an organisation or as an independent consultant.

BENEFITS TO YOU

On completion of the PgDip, you will gain Associate Membership of the CIPD, a highly valued status widely accepted as a requirement of practice by employers throughout the UK and increasingly abroad. As a student on the course, you will be required to join the CIPD and this provides you with benefits such the ability to attend local events, access resources and invaluable networking opportunities.

CAREER OPPORTUNITIES

Career opportunities are extensive and span the public and private sectors globally. Previous students have gone on to roles such as learning and development advisor, group HR director, HR business partner, independent HR consultant and lecturer in HR.

BENEFITS TO ORGANISATIONS

The course content, CIPD membership and flexible study options provide excellent opportunities for existing practitioners to develop skills and knowledge, apply this immediately within the current working environment and gain access to a wealth of expertise and networking opportunities.

THE DIVERSITY OF THE COURSE ALLOWS YOU TO DEVELOP YOUR INTERPERSONAL SKILLS AND GIVES YOU AN APPRECIATION OF DIFFERENT CULTURES. THE COURSE IS CAREER FOCUSED, AND OFFERS KNOWLEDGE AND PRACTICE IN HRM, WHICH I BELIEVE FACILITATES THE LIKELIHOOD OF EMPLOYMENT.

GILLIAN STRACHAN, MSc HUMAN RESOURCE MANAGEMENT
KEY ISSUES
There are numerous internal and external factors affecting organisations today such as sustainability, environmental issues, economic factors and a shift in consumer attitudes. With challenges comes great opportunity, and these external factors are what makes international business an exciting field to work in today.

Operating within an increasingly global economy, the ability to think and work across boundaries and borders whilst maintaining key issues central to your service or product offering is key to obtaining a competitive advantage. So much so, that many organisations are now faced with increased complexity and uncertainty in the various markets in which they operate.

PROGRAMME OVERVIEW
This course explores the major challenges within an increasingly international business environment with a specific focus on marketing, human resource management, finance, strategy, planning, organising, coordinating and communication.

You will develop knowledge and understanding of international business and management practice through course content and close collaboration with internal and external experienced practitioners within the field. This enables you to gain an integrated understanding of general management within an international context.

You will also have the option to focus on an area of international business management relevant to your career aspirations and interests. The course is delivered through a combination of lectures, tutorials, online activity work, practical work, student-centred learning and private study. Interactivity is a key component of this course and has been specifically designed with the busy professional in mind.

If you are studying through online distance learning, you will be taught via our online virtual learning environment (Campus Moodle). This will allow you to interact effectively with lecturers and colleagues and access a wide variety of online resources. Classes are small, simulating the traditional classroom environment. Course materials are uploaded for you to read and discuss with lecturers.

WHO SHOULD ATTEND
This course is suitable for those who have an undergraduate degree and are looking to further specialise and build a career within international business. It is also designed for existing practitioners who would like to progress into more senior management roles.
**BENEFITS TO YOU**

This course is intended to develop managers as independent thinkers with the necessary knowledge, understanding and competencies to operate successfully in the international business environment. You will gain the management skills necessary to progress within international business at middle management level and senior management level.

**CAREER OPPORTUNITIES**

For those already working in business management, you will be able to progress into an international position, enabling you to enhance your career prospects. If you are looking to enter this field and have no relevant formal qualifications, this course will allow you to gain the necessary knowledge and understanding.

**BENEFITS TO ORGANISATIONS**

Organisations are increasingly looking to overseas markets and therefore require the international expertise in order to enter and manage their operations within these markets successfully. However, when organisations enter new international markets they face greater challenges, not only related to overseas market entry strategies, but also macro-environmental forces such as financial, political, economic and legislative issues. This course will equip you with the knowledge and skills to face these challenges within a current or future role.

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**KEY DETAILS**

**STUDY OPTIONS**
- Full-time
- Online Distance Learning (ODL)

**START DATES**
- September
- January

**COURSE DURATION**
- Full-time: 1 year
- ODL: 3 years

**FUNDING**
Available, visit [www.rgu.ac.uk/scholarships](http://www.rgu.ac.uk/scholarships)

**FINAL AWARD**
MSc

**EXIT AWARD**
PgCert/PgDip

**COURSE LEADER**
Dr Ahmed Beloucif
a.beloucif@rgu.ac.uk
T +44 (0)1224 263828

**FEES AND FURTHER INFORMATION**
Please visit [www.rgu.ac.uk/internationalbusiness](http://www.rgu.ac.uk/internationalbusiness)

**APPLY ONLINE**
[WWW.RGU.AC.UK/APPLYONLINE](http://WWW.RGU.AC.UK/APPLYONLINE)

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**THERE ARE NUMEROUS INTERNAL AND EXTERNAL FACTORS AFFECTING ORGANISATIONS TODAY SUCH AS SUSTAINABILITY, ENVIRONMENTAL ISSUES, ECONOMIC FACTORS AND A SHIFT IN CONSUMER ATTITUDES. WITH CHALLENGES COMES GREAT OPPORTUNITY, AND THESE EXTERNAL FACTORS ARE WHAT MAKES INTERNATIONAL BUSINESS AN EXCITING FIELD TO WORK IN TODAY.**
INTERNATIONAL TOURISM AND HOSPITALITY MANAGEMENT
MSc

YOU WILL LEARN TO:

> Manage a variety of business functions such as finance, human resource management, and operations management

> Apply management principles and concepts used in both national and international tourism and hospitality management

> Develop your knowledge and skills of core tourism and hospitality management functions

COURSE CONTENT:

> Events Management

> Finance for Managers

> Operations Management

> Strategic Management in Tourism and Hospitality

> Global Marketing Management

> e-business and IT applications for Tourism and Hospitality

> Human Resource Management

KEY ISSUES

Tourism and hospitality as an industry is clearly linked to other key sectors within the economy, therefore trends cannot be considered in isolation from other key drivers which shape the world we live in. This link has created a clear requirement for a greater knowledge of trends underpinning development which will impact on the capacity of destination managers and tourism operators to formulate strategies to achieve competitive advantage for their organisations.

On a national level, tourism generates over £4 billion for the Scottish economy each year and supports around 218,000 jobs, making it one of Scotland’s highly successful industries. The tourism and hospitality industry in Scotland delivers benefits to the whole country, helps support infrastructure and has strong economic links to other sectors such as food and drink, and retail.

PROGRAMME OVERVIEW

This course has been developed in recognition of the importance of these new developments in one of the world’s largest growth industries; and to enable those who wish to enter management level roles to gain skills, knowledge and expertise alongside a highly relevant academic qualification. You will develop critical thinking, appraisal skills and the practical application of academic models relevant in today’s international tourism and hospitality industry.

You will also have the opportunity to interact with industry contacts from the Scottish Centre of Tourism (SCoT), VisitScotland, the Scottish Government and the many private sector companies with an involvement with SCoT.

WHO SHOULD ATTEND

The course is suitable for those with an undergraduate degree in any business discipline looking to enter the profession and develop their career to management level. This course has also been designed for individuals currently working within the tourism and hospitality industry and looking to progress to managerial or senior management positions.

BENEFITS TO YOU

This course has been created in response to the existing and forthcoming needs of the tourism and hospitality industry both nationally and internationally. The forecasted shifts in consumer values, political forces, environmental changes and the growth of information and communication technology, will in turn require qualified and experienced managers to lead this development.
CAREER OPPORTUNITIES

The tourism and hospitality industry provides career opportunities across the globe including management of multi-national hotels, resorts, national tourism development, tourism enterprises and attractions. These roles require the sharpest of professional management skills coupled with an acute knowledge of how to direct operations. These changes have inevitably had an impact on the training requirements within the industry.

Previously you were able to start your career at entry level and progress through the ranks without the need for any formal qualification; this is no longer the case. As the international tourism and hospitality industry continues to exhibit growth and opportunity, the worldwide demand for suitably qualified managers to take lead roles in both the private and public sectors is also on the increase.

BENEFITS TO ORGANISATIONS

According to the World Travel and Tourism Council, the worldwide expenditure on hospitality and tourism is set to increase over the foreseeable future. The value of the UK hotel market alone has increased considerably and highly trained, multi-disciplined managers with knowledge and understanding of international markets, enable your organisation to capitalise on this growth.

IT’S BEEN FUN SHARING EXPERIENCES WITH THE OTHER STUDENTS ON THE COURSE, WHO’VE COME FROM OTHER AREAS OF THE TOURISM INDUSTRY. IT’S BEEN INTERESTING TO MEET UP WITH AND LEARN ALONGSIDE STUDENTS ON THE MORE GENERAL BUSINESS MODULES SUCH AS FINANCE, OPERATIONS MANAGEMENT, HUMAN RESOURCES AND INTERNATIONAL BUSINESS. I THINK IT IS VITAL THAT TOURISM IS UNDERSTOOD AS BEING AN INDUSTRY, AND THE SKILLS REQUIRED INCLUDE THOSE REQUIRED OF MANAGERS AND LEADERS EVERYWHERE.

CATHY GUTHRIE, MSc INTERNATIONAL TOURISM AND HOSPITALITY MANAGEMENT

KEY DETAILS

STUDY OPTIONS
- Full-time, Part-time

START DATES
- September
- January

COURSE DURATION
- Full-time: 1 year
- Part-time: 3 years

FUNDING
Available, visit www.rgu.ac.uk/scholarships

FINAL AWARD
- MSc

EXIT AWARD
- PgCert/PgDip

COURSE LEADER
Andrew Martin
a.martin@rgu.ac.uk
T +44 (0)1224 263036

ACCREDITATION
RECOGNISED

FEES AND FURTHER INFORMATION
Please visit www.rgu.ac.uk/tourismandhospitality

APPLY ONLINE
WWW.RGU.AC.UK/APPLYONLINE
LEADERSHIP AND MANAGEMENT
MSc

YOU WILL LEARN TO:

- Develop transferable leadership skills
- Effectively lead projects
- Lead people and develop organisations
- Apply leadership practice in a variety of organisations and industry sectors
- Provide consultancy services to industry

COURSE CONTENT:

- Leadership and Managing People
- Project Leadership
- Financial and Management Accounting for Leadership
- Values, Standards and Organisational Development
- Consultancy Project

PROGRAMME OVERVIEW

This unique course blends theory with practice to enhance your leadership and management skills which will enable you to advance your career.

WHO SHOULD ATTEND

The course is suitable for those who are looking to enhance their core leadership and management skills.

Aberdeen Business School is an ELCAS registered provider and so the course is also suitable for those making the transition from the military into civilian life.

BENEFITS TO YOU

You will benefit from the inclusion of real-life case studies and projects which help put your learning into practice as well as gain valuable skills including teamwork, decision making, negotiation, time management, planning, strategy building and competency assessing.

LEAVING THE MILITARY IS A VERY DAUNTING PROSPECT, MY TRANSITION OUT OF THE RAF WAS MADE INFINITELY EASIER THROUGH MY EXPERIENCES WITH RGU. THEY WERE INSTRUMENTAL IN IDENTIFYING MY INHERENT SKILL SET AND PIVOTAL IN COMBINING THEM WITH AN EDUCATION AND GUIDANCE THAT ULTIMATELY LED TO MY SUCCESS IN THE CIVILIAN SECTOR.”

NEIL CLARK, EX-RAF PILOT.
CAREER OPPORTUNITIES
The cross-disciplinary nature of this course will enable graduates to go on to successful careers in a variety of industries (for example Oil and Gas, Finance, IT, Construction or Design). Whether you are looking to enhance your career within the company or sector in which you already work, completely change career direction or even set up your own business – this course can help you achieve this.

BENEFITS TO ORGANISATION
This course is designed with industry in mind and graduates will have the skills necessary to add value to their organisation through leadership and management expertise.

THE MILITARY AND OIL AND GAS INDUSTRY SHARE A SIMILAR SKILL SET, HOWEVER THESE SKILLS NEED TO BE TWEAKED TO FIT THE INDUSTRY PRIORITIES - SOMETHING I’VE FOUND MY COURSE AT RGU HAS DONE WELL.
RICHARD STARK
EX-ARMY INFANTRY OFFICER

KEY DETAILS

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ELCAS registered Training Provider 2117
MANAGEMENT
MSc

YOU WILL LEARN TO:

> Develop your knowledge and understanding of business, management and entrepreneurship with an emphasis on operational and tactical level considerations within a diverse number of industries
> Evaluate critically relevant theory, concepts, and current debates including the national and international policy environment, sustainability and entrepreneurship
> Analyse, plan and undertake effective leadership and executive decision making and develop innovative thinking, while tackling real problems
> Communicate ideas and conclusions effectively to specialist and non-specialist audiences, including communication and teamwork

COURSE CONTENT:

> Business Environment
> Finance for Managers
> Marketing
> Managing People

Route A
> Economics of Business
> e-Business Systems
> Performance, Planning and Decision Making
> Research Methods
> Dissertation

Route B (seven-week placement, September start only)
> Performance, Planning and Decision Making
> Research Methods
> Placement Route: Business Practice
> Dissertation

PROGRAMME OVERVIEW

This course will allow you to develop knowledge and understanding combined with business and management skills suitable for professional practice at middle management level. You will cover general management elements and key functional areas alongside the development of professional skills, practices and techniques within the management environment. You will learn to analyse, plan and undertake effective decision making, inter-personal communication, including teamwork, and how to effectively use financial and other management information tools.

This structure aims to provide a tailor-made course for applicants who wish to pursue a career in management or consultancy. It allows learners to develop both their knowledge and applied skills in leadership, communication, autonomy, accountability, IT and numeracy to Masters level. Specifically the course will enable you to discuss and appraise national and international policy in relation to business and management; discuss and justify operating and organisational decisions within different sectors; and evaluate different markets.

PLACEMENT (ROUTE B)

For those who select Route B, you will undertake a seven-week work experience placement in a wide variety of different functions including marketing, HR, finance, logistics, business development, IT systems, and across a number of different industries such as oil and gas, manufacturing, hospitality, tourism, retail, public sector and education. We will work with you to secure a placement and a project which links in with your career aspirations. Previous projects have included: analysing markets to assist the organisation with the launch of a new product; a feasibility study into operating in overseas markets; review, analyse and develop the company’s business development plan; design an organisational marketing plan; undertake competitor analysis within an overseas region; and design and launch up-to-date, relevant, social marketing techniques.

WHO SHOULD ATTEND

This course is a management development programme and is suitable for recent graduates of any discipline who wish to pursue postgraduate studies in management in preparation for a career in this area; those with limited or no managerial experience who wish to progress to a career in management; and managers who wish to develop their professional practice and require a qualification in management.
**BENEFITS TO YOU**

This course will enable you to develop the necessary skills to progress your career as a consultant, middle level business manager or entrepreneur. This course is recognised by the Chartered Management Institute (CMI) which is committed to maintaining high standards of professional skill, ability and integrity amongst all practitioners. This is achieved through ensuring recognised courses meet the specifications of their own professional qualification programmes, therefore ensuring you will acquire the necessary knowledge and skills to match these requirements and to gain recognition within the sector.

Upon graduating from this course you will be eligible to apply for Associate Membership of the Chartered Management Institute (ACMI). Once you have completed three years in relevant employment you will become a full member (MCMI).

**CAREER OPPORTUNITIES**

The broad course syllabus will enable you to access a wide range of management careers and has been successful in providing graduates of a non-business discipline with entry to careers in business and management, and enhancing the career development opportunities for junior and middle managers, working within both the public and private sectors.

**BENEFITS TO ORGANISATIONS**

The key focus of this course is to provide you with knowledge and understanding of management and leadership processes to enable your organisation to carry out effective decision making. It has been designed for those managing, designing, implementing or assessing these processes. These tools and techniques will allow you to improve all aspects of your organisation’s productivity.

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**YOU WILL COVER GENERAL MANAGEMENT ELEMENTS AND ITS KEY FUNCTIONAL AREAS ALONGSIDE THE DEVELOPMENT OF PROFESSIONAL SKILLS, PRACTICES AND TECHNIQUES WITHIN THE MANAGEMENT ENVIRONMENT. YOU WILL LEARN TO ANALYSE, PLAN AND UNDERTAKE EFFECTIVE DECISION MAKING, INTER-PERSONAL COMMUNICATION, INCLUDING TEAMWORK, AND THE USE OF FINANCIAL AND OTHER MANAGEMENT INFORMATION TOOLS.**

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<td>Farid Ullah, <a href="mailto:f.ullah1@rgu.ac.uk">f.ullah1@rgu.ac.uk</a>, T: +44 (0)1224 263895</td>
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KEY ISSUES

Public administration is ultimately concerned with effective policy management, allowing government to function appropriately. The nature and extent of public service provision is a fundamental concern of governments around the world. Taking current economic pressures into consideration, it is important for public services to be delivered efficiently and effectively, taking into account the needs of service users. As increasing demands are being made on public finances, there is also an increased focus on effective policy making, dynamic leadership and effective management within a public service context.

PROGRAMME OVERVIEW

The MPA is an internationally recognised qualification seen as the public sector equivalent to the MBA and has been designed to meet the needs of middle and senior managers.

This course builds on the expertise within the department and the University’s Centre for Public Policy and Management, one of Scotland’s leading multi-disciplinary research and consultancy centres for Scottish and European public policy.

The structure of the course allows for a distinctive blend of knowledge and practical skills to effectively implement policies and programmes central to society, whilst dealing with the political, organisational and financial issues that this challenge brings. You will focus on critical issues and key developments relating to public management (e.g. leadership, strategy, performance management and human resource management).

These changes within public administration and management are broadly those which inform ‘the Third Way’ including: the debate on globalisation; the changing nature of the relationship between state and civil society; the concept of citizenship; the declining confidence in public democratic institutions and the rise of alternative forms of participation; the changing nature of public management and the increasing importance of strategy and leadership; and the emergence of new institutional, partnership and cross-sectoral relationships and their impact upon multi-level governance.

Following on from Aberdeen Business School’s philosophy of the importance of working in partnership, we take a student-centred approach within this course and actively work alongside you, public service employers and the academic community to ensure the highest standards of quality. You will be taught via a mixture of group discussions, analysis and presentations, and extensive use of case study and simulation materials drawn from the current international public administration environment.
WHO SHOULD ATTEND

This course is suitable for those in a policy or management role within local, national and international public service organisations. The MPA has been designed for both recent graduates who wish to embark on a career within the public sector as well as existing public service policy makers and managers who wish to develop their academic skills and qualifications. It offers those working in the public and voluntary sectors an equivalent qualification to the Master of Business Administration (MBA).

BENEFITS TO YOU

The course has been structured to allow you to benefit from the expertise of staff and fellow students from a broad range of professional backgrounds. As a result, you will benefit from a network of contacts across public services both in the UK and internationally. In addition to gaining subject specific knowledge and understanding, you will develop a variety of transferable skills which can be immediately applied within the workplace; in particular, you will be able to present and communicate effectively within a political environment.

CAREER OPPORTUNITIES

For those already working within the public sector, this course will allow you to develop your policy, leadership and management skills, opening up employment opportunities within the public, private and not-for-profit sectors. For those who wish to embark on a career in the public services, the course will allow you to develop the knowledge, understanding and practical skills required to develop your career. Employment opportunities exist within a wide range of organisations including central and local government, health services, emergency services, international organisations and NGOs.

BENEFITS TO ORGANISATIONS

Those completing this course will be highly motivated and valuable professionals with a unique blend of skills in policy, management and strategic leadership, specifically tailored to the contemporary public service environment.

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<td>COURSE LEADER</td>
<td>Kirsteen Close <a href="mailto:k.close@rgu.ac.uk">k.close@rgu.ac.uk</a> T +44 (0)1224 263419</td>
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</table>
**COURSE DETAILS**

**PROJECT MANAGEMENT**

**MSc**

**YOU WILL LEARN TO:**

- Develop critical thinking and practice in international and industry-specific project management
- Apply knowledge and practical skills across most disciplines using real project case studies
- Specialise within your own area of project management
- Develop a wider perspective of the project management environment
- Enhance your competence across all aspects of the project lifecycle

**COURSE CONTENT:**

- Project Fundamentals
- Project Organisation and Behaviour
- Project Planning and Control
- Commercial Realities for Project Management
- Risk and Safety Management
- Project Strategy and Leadership
- Professional Body of Knowledge in Project Management
- Technical Implementation Project (FT)
- Individual Project (FT)
- Dissertation (ODL)

Plus one elective from a range of disciplines

**KEY ISSUES**

As organisations strive for efficiencies and to optimise performance, project management has increased in importance, with most industries incorporating elements of this highly recognised, structured, disciplined and organised function. Whether it is a question of facing an operational, managerial, multifaceted or strategic crisis, managing change or generating large turnover, project management plays a pivotal role in the growth and success of most organisations. Many government, commercial oriented and service based organisations are adopting and moving towards project management approaches. Complex commercial and financial arrangements and fitness across numerous companies, increased technical and industrial challenges, evolving local conditions (especially political and legal) and the geographical challenges of operating globally has seen project management become a critical discipline and a life skill. Project Management as a discipline continues to grow and offer a strong career outlook for practitioners. Project Management widens prospective learners employability and mobility globally.

**PROGRAMME OVERVIEW**

This course offers a combination of theory and practice, allowing you to develop the key competencies to face the challenging demands of current project management. You will learn through working on real-life projects and case studies which provide a rich experience across all disciplines and sectors. The key to success within this industry is the development of key transferable skills which go hand-in-hand with standards, methodologies, theories and concepts within project management. This course is designed to teach you these invaluable skills, making you a real asset to any sector or industry across the globe.

**PLACEMENT**

If you are a full-time student, we will work with you to select a placement to gain experience in your chosen sector. There are many avenues you may wish to explore and this four to six-week placement will give you the opportunity to engage with potential future employers. The placement will normally be with a local employer during the final semester, July to September. Your placement will enable you to gain hands-on experience of a real project and apply knowledge learned during the course in the workplace. Our students have found this aspect of the course to be an invaluable networking opportunity, allowing them to build on their theoretical knowledge by gaining an understanding of employers’ expectations and skills which are recognised by industry. You will also have the opportunity to make business contacts for later use in your career.

**WHO SHOULD ATTEND**

This course is suitable for graduates who wish to pursue a career in project management, existing practitioners looking to develop their professional practice and gain a qualification in this specialist area, those who have responsibilities for project management as part of their role, or anyone looking to move into this profession. This
is a multi-disciplinary course catering for all project management disciplines across all industry sectors including information technology, public sector, business, built environment, engineering, knowledge, health and energy. It is also highly relevant to the new emerging market of project management in professional services like human resources and finance which is largely being driven by government modernisation and large scale outsourcing.

**BENEFITS TO YOU**

You will almost immediately be able to apply what you are learning to your work and professional environment. You will gain in-depth understanding of project management and the capability and confidence to implement your learning. This course is accredited by the APM (Association of Project Management) and PMI (Project Management Institute) which clearly demonstrates our commitment to professionalism capability, standard and fitness.

We are the first of only 30 institutions spanning globally to be accredited by the Project Management Institute Global Accreditation Centre for Project Management Education Programs (GAC), and the first UK University to achieve this overall. GAC accreditation ensures the high standard and quality which is offered at Aberdeen Business School. Aberdeen Business School itself is also recognised by the Project Management Institute (PMI) as a Global Registered Education Provider. Registered Education Providers (R.E.P.) are organisations approved by PMI to offer project management training for Professional Development Units (PDU). Professional accreditation and membership with APM and PMI adds exceptional credibility and career opportunities. Upon successful completion of the Professional Body of Knowledge module, students will be in good a position to go on to complete the professional qualifications which are offered by the APM and PMI.

**CAREER OPPORTUNITIES**

The project management process can be applied globally; this enables you to cross sectors, industries and even national borders. Project management encompasses competencies, skills and knowledge required for most management roles and you can build on these to meet your own career aspirations. This subject area is very flexible and this course is designed to meet the requirements of a range of sectors. Our students have gone on to work within oil and gas, energy, engineering, built environment, construction, education, film, research and development, local government and financial industries. Typical roles include project engineers, quality managers, project administrators, capital project administrators, finance managers, web design managers, contracting managers, procurement/purchasing managers, project and programme coordinators.

**BENEFITS TO ORGANISATIONS**

The focus of the course is on encouraging individuals to apply theory to their individual work environment or career choice. Throughout the course, employees will gain valuable experience, competencies, skills and knowledge which will enhance an organisation’s project management capability and proficiencies.
Purchasing and Supply Chain Management
MSc

You will learn to:

> Use procurement and the supply chain within the global environment
> Evaluate the potential value-adding role of procurement and the supply chain functions and how they can contribute to competitive advantage
> Critically analyse a wide range of industry contexts, apply theory to solve real-life issues to aid decision making and provide recommendations
> Develop analytical skills through selection of theoretical concepts, tools and techniques for use in problem solving and decision making as triggers for performance improvement initiatives

Course content:

> Operations Management
> Finance for Managers
> Managing People
> Business Environment
> Purchasing Principles and Law
> Supply Chain Management
> Strategic Purchasing
> Research Methods
> Dissertation

Key Issues

Purchasing and supply chain management encompasses the coordination of a network of interconnected activities involved in the provision of products and services. This involves a wide range of activities from supplier selection, contract negotiation, performance management, movement and storage of raw materials, management of inventory and finished goods from point of origin to point of consumption.

Of equal importance is the effective and efficient development and management of this supply network and the relationships that are essential to deliver excellence. Globalisation and the current financial climate have highlighted the important contribution purchasing and supply chain management can make to the overall performance of an organisation. Furthermore, the effective and efficient management of supply chain operations, to which procurement is central and essential in gaining competitive advantage in today’s marketplace.

Programme Overview

This course aims to provide students with the latest thinking in global purchasing and supply chain practices and trends. The course focuses on this specialist and strategically important element of business through exploring a wide range of analytical concepts and models, applying these to contemporary organisational contexts with the aim of improving both the quality of decision making and performance of the disciplines.

The course has been designed in line with the highest industry standards set out by CIPS (Chartered Institute of Purchasing and Supply) to provide specialised knowledge and business management skills related to this field. From this, students will develop an understanding of the ongoing challenges when looking to achieve efficiency and effectiveness in everyday operations, management of suppliers’ performance, supplier selection, procurement strategy, public procurement, negotiation, contract law, building supply relations, managing supply networks and supply chain sustainability.

In addition, the course covers the current issues affecting this sector such as ‘green’ supply, risk management and humanitarian supply chains through analysing cross-industry supply chains and procurement operations, providing a contemporary view of purchasing and supply chain management. There will be a number of visiting guest speakers from industry and the course provides opportunities to network and enhance individuals’ profiles with industry and local organisations.
WHO SHOULD ATTEND

This course is suitable for those with an undergraduate degree looking to build a career within a supply chain and procurement role. It is also suitable for current practitioners who would like to further develop their knowledge, critical analysis and decision-making skills in this specialist area and gain a respected qualification.

BENEFITS TO YOU

This course is fully accredited by CIPS, ensuring that the content is in line with requirements for MCIPS membership status. The institution is committed to maintaining high standards of professional skill, ability and integrity amongst all practitioners engaged in purchasing and supply chain management. This is achieved through ensuring all accredited courses meet the specifications of their own professional qualifications programmes. The accreditation of this course ensures you have the necessary knowledge and skills to match these requirements and to gain recognition within the sector.

CAREER OPPORTUNITIES

Career opportunities are wide and varied, spanning public and private organisations across industries ranging from oil and gas to retail. Previous graduates have progressed into specialist procurement and supply chain management roles across industries around the globe including logistics manager in oil and gas, supply chain manager in the retail sector, buyer in the aerospace industry and operations manager in an oil and gas services company.

BENEFITS TO ORGANISATIONS

The focus of the course is to encourage both young and experienced professionals to develop specialist knowledge in the field and to be able to apply theory to practice and positively influence purchasing and supply chain operations through performance improvement initiatives. Throughout the course, participants will develop specialist skills and knowledge which will enhance personal development and the ability of the individual to make a valuable contribution to purchasing and supply chain functions and the organisation as a whole.

KEY DETAILS

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KEY ISSUES

Resource efficiency and sustainability are both top of the political, economical and environmental agenda, nationally and internationally. Financial and environmental costs associated with these are often underestimated. As a result of this, organisations today are experiencing pressures to improve performance through increased efficiencies and reduction of waste across the organisation and supply network, making the management of quality and performance at an operational and strategic level more essential than ever.

Getting quality right first time and managing performance effectively can contribute to improved business performance considerably. A significant amount of research exists which indicates that improved quality performance leads to a reduction in waste, increased efficiencies, job enrichment; and getting it right first time contributes to an increase in customer satisfaction, in turn increasing profitability.

Quality management ensures the effective design of processes that verify customer needs, plan product lifecycle and design and produce and deliver the product or service. Quality management also incorporates the measurement of all process elements, the analysis of performance, and the continual improvement of the products, services and processes that deliver them to the customer.

PROGRAMME OVERVIEW

This course will provide you with a comprehensive understanding of quality management focusing on Total Quality Management (TQM), Strategic Quality Management, Performance Management and Quality Improvement and current Quality Management Systems tools, techniques, models and frameworks. You will also gain in-depth knowledge of the relationship between the provision of product and service quality and performance management through the use of specific tool, techniques and quality models. The main focus is on the ideal outcomes of product and service users and other key stakeholders; the processes that need to be in place to achieve these key performance indicators and outcomes and the organisation’s capability to support its people and processes in delivering the outcomes required. Getting quality right at the first time with the right matrix of skills, competency and knowledge underpins a successful roll-out of quality system initiatives and effort.

This course is delivered via our online virtual learning environment (Campus Moodle) allowing you to study flexibly and interact effectively with lectures and colleagues and access a wide variety of online resources. Our online study approach simulates the traditional classroom environment. Course materials will be made available for you to access and study including e-engagement and e-discussion with lecturers and other online participants.
WHO SHOULD ATTEND

This course is suitable for those with an undergraduate degree looking to build career within quality management and existing practitioners who wish to enhance and develop their knowledge, competencies, understanding and quality management skills to progress within the profession. This course is also suitable for practitioners looking for multi-faceted opportunities in quality management based roles and career options.

BENEFITS TO YOU

This course is accepted by the Chartered Quality Institute (CQI) – formerly the Institute of Quality Assurance (IQA) – as part of the academic entry requirements for full CQI membership. Acceptance of our MSc Quality Management with the Institute is evidence that this course is committed to maintaining high standards of professional skill, ability and integrity of our learners and participants including meeting wide range of industry demands in quality management approaches. The acceptance of this course by the CQI also demonstrates that you will acquire the necessary knowledge, competencies and skills to match these requirements and to gain recognition within the sector. This course is accepted as part of qualification route to full CQI Membership (MCQP).

CAREER OPPORTUNITIES

This course will equip you for a career as a leading quality professional within both public and private sectors across industries globally. Previous participants have gone on to work as quality managers, reliability managers, quality and reliability engineers, project quality controllers, quality controllers, standard controllers, quality auditors, quality project managers, technical inspectors, rolling out successfully quality management systems, inventory controllers, planners, within automobile OEM manufacturers, health sector, oil and gas service companies, government institutions, statutory bodies, mining industries, care institutes, charity bodies, non-governmental organisations and institutions, aerospace, chemical industries, pharmaceutical companies and engineering fabrication industries.

BENEFITS TO ORGANISATIONS

The key focus of this course is to provide you with knowledge and understanding of quality management systems and models to enable your organisation to deliver products and services effectively and efficiently. It has been designed for those planning, managing, designing, implementing or assessing quality systems that aim to meet quality system standards. These quality models, tools and techniques will allow you to improve all aspects of your organisation’s products, services and processes, providing you with a toolkit of continuous improvement mechanisms. The course is designed to enhance knowledge of TQM which would enable participants to develop and influence strategy whilst understanding the processes, range of performance measurement and key performance indicators, operational, quality tools and techniques and the potential benefits gained through implementation.
MASTER IN BUSINESS ADMINISTRATION

WHY CHOOSE AN MBA?
There are a number of reasons why you may wish to undertake an MBA. For many prospective MBA students it may be that you have worked within industry for a number of years and are now ready to capitalise on your experience after obtaining your initial qualifications. Most applicants aspire to more senior positions or in some cases they wish to branch out and set up their own business. Whatever your motivation, an MBA requires serious commitment and focus and will lead you towards achieving your professional goals.

WHY STUDY AN MBA AT ROBERT GORDON UNIVERSITY?

Accreditation
Our accreditations demonstrate the quality of our MBA programme, meeting the highest industry standards and providing a seal of approval for the School, department, staff, course content and modes of study.

Career progression
Our MBA Careers and Employability programme is a suite of workshops designed to stimulate your thinking, put you in control of your career planning and prepare you to compete effectively in the dynamic and competitive employment market. Therefore, no matter what your ambition may be – career development within your existing company or sector, complete career change or even setting up your own business – our quality assured service can help you.

MBA Student Association and MBA Alumni Association
You will become part of a vibrant MBA community with a dedicated MBA Student Association working alongside the department to organise events and activities throughout the year.

Once you have completed the programme, you can then become a member of the MBA Alumni Association with chapters in many different countries fostering a global network through our innovative online portal. This allows you to access information about events; opportunities for continuous professional development; Business Source Premier, the industry’s most popular business research database of more than 2,300 journals; fellow alumni - including online discussion forums and discounts and promotions from other organisations.

Industry specific content
We work closely with industry to design and continuously develop our MBA offering. This on-going interaction with CEOs, directors and key managers continues to ensure the curriculum is relevant, current and appropriate to the needs of senior managers of the future. The Aberdeen Business School MBA programme is taught by experts and leading academics who have had successful careers within the corporate world.

MBA OIL AND GAS MANAGEMENT

International reputation
Our MBA programme has gained international recognition through academic collaborations within the Energy Sector in the United States, Australia, Europe and the Middle East. We also deliver corporate programmes to a range of Energy companies including Total, Amec, BJ Services, Sonatrach and PdVSA.

European energy hub
Situated at the heart of the offshore North Sea oil and gas industry, specialised expertise within this area is recognised the world over and has made Aberdeen the energy hub it is today. We are located within five miles (8km) of over 100 major oil and gas companies, including BP, Shell, Total, Taqa, Chevron, Exxon Mobil, and ConocoPhillips.

International collaborations
Meeting the needs of a global industry requires an international outlook, a network of academics, and strong relationships with industry. We therefore work hard to foster and maintain international collaboration in the main hubs around the world. We collaborate with a number of institutions such as the Curtin Graduate School of Business (Australia), the University of Vaasa (Finland), University of Tulsa (USA), King Faisal University (Saudi Arabia) and the University of Stavanger (Norway).
YOUR MBA EXPERIENCE

Our MBA programme is student-centric and has been specifically designed to provide an intensive course which blends academia and practical application, builds confidence and competency through personal experience, and is focused on your career development.

STUDY OPTIONS

Full-time
This is the traditional and quickest option for completing an MBA and requires full attendance for the duration of the programme. If you are looking to focus solely on your studies, this option will allow you to gain the knowledge and practical skills you require within the shortest amount of time (approximately 14 months).

Part-time (weekend delivery)
If you are looking to continue working during your studies or have other commitments which will not allow you to undertake a full-time course, this option allows you to incorporate studying with other responsibilities. Part-time courses take approximately 32–36 months to complete and cover the same curriculum as the full-time MBA.

Online Distance Learning
If you are unable to study on campus we have developed an award-winning online MBA that allows you to study off campus, giving you a greater degree of flexibility. This course does not differ in content from those taught on campus; the difference lies with the mode of delivery via our online virtual learning environment Campus Moodle (Modular Object-Oriented Dynamic Learning Environment). The duration is 32–36 months and the modules run in parallel with the part-time course. You will be taken through an induction on Campus Moodle by Course Leaders, ensuring you understand how to use this effectively, where to find resources, how to contact your Course Leaders and the use of multimedia such as podcasts and virtual classrooms.

PROGRAMME HIGHLIGHTS

In addition to the course content outlined on the following course page, we have designed all our MBA programmes to include the key elements below. This practical and diverse approach will allow you to culminate and put your knowledge and skills into practice providing a practical and diverse approach.

Interactive Business Simulation Exercise
All students come together over two weekends to participate in the Business Simulation Exercise. You will be placed in teams of three or four to compete against other teams to manage a fast-moving global technology company. The simulation exercise encourages all MBA students to bring together all their course learning and prior experience to demonstrate and apply their strategic management and functional management skills in a safe but competitive environment. This is an intense but enjoyable experience challenging your technical and interpersonal skills.

Leadership Week
The Business Simulation Exercise leads to Leadership Week, an intensive six-day event for all MBA students with guest speakers from academia and industry. This includes an outdoor leadership development day and a career leadership event where you will be able to meet and network with fellow MBA students and executives from local businesses.

Consultancy Project
This seven-week project gives you the opportunity to apply the knowledge, skills and understanding gained from the taught elements of the course within a business context. The MBA project emphasises the analysis resolution of strategic issues within a practical and often global business environment.
PROGRAMME OVERVIEW

Our MBA programme enables you to develop advanced leadership skills and an understanding of the functional components of management before moving into areas of specialist study and strategic management.

You will gain an understanding of the importance of the social, political, economical, cultural and technological elements of national and international strategy, enabling you to apply this knowledge to inform decision making.

Through the course structure, you will gradually gain experience of decision making in relation to a range of business functions. Through a range of specialist modules, you will develop an in-depth understanding of a particular aspect of business management, allowing you to tailor your course to your career aspirations.

This fundamental knowledge can then be applied at a strategic level in the strategic management and leadership modules where you will gain practical skills in analysis of complex corporate situations and generation of effective and innovative strategies for organisational success.

The final project module will give you an opportunity to further synthesise and apply specialist knowledge to professional practice.

You will be taught via a combination of guest speakers, seminars, workshops, lectures, group study, discussion, debate, simulation and presentations of findings by teams and individuals. Previous guest speakers have included national and local senior managers who have covered key topics such as the challenging strategic issues of turnaround and managing decline.

The study group is a peer-support network and allows for individuals to pull on the strengths and experiences of fellow classmates while being supported and challenged to address weaknesses.

You will have access to our online learning environment, Campus Moodle, allowing you to engage with the full level of services available on-campus and online. Resources for full-time students include a dedicated MBA suite equipped with PCs and a range of supportive and dynamic learning materials, including lecture slides, case studies, study groups, video footage and full library resources.

To complete the MBA programme, there are two compulsory group exercises (11 days in total) which all MBA students are required to attend; these include the Business Simulation Exercise and Leadership Week. See MBA overview on p59 for details.

All members of staff, whether part of the MBA management team, the academic faculty, the support team or technical team, are approachable and open.
CONSULTANCY PROJECT

The full-time course concludes with a seven-week group consultancy project, allowing you to put into practice the leadership and strategic-thinking skills developed during the course. MBA projects are designed to enhance career development by enhancing your research, analytical, communication and personal skills. All projects are strategic in nature and focus on real problems or opportunities facing an organisation or government.

You will work as a group, consulting with a local business on an agreed issue relating to its operations. This element of the course is designed to enable you to apply knowledge within a practical context, face challenges of working within new settings, apply learning to new problems and earn valuable experience of working in a multi-national environment.

We work with you to ensure your project is strategic in nature and sponsored directly by the managing director or chief executive officer of your host organisation. For many students project ‘buy-in’ opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile, providing significant benefits to both themselves and their employer.

WHO SHOULD ATTEND

The course has been designed to provide experienced practitioners with the advanced business, management and leadership skills required to operate at a strategic level as a contemporary business manager. The course is aimed at middle to senior managers or those aspiring to these positions.

ENTRY REQUIREMENTS

- 1st class or 2nd class upper (2:1) Honours-level degree
- Minimum three years’ professional experience that includes some management responsibility of people, resources, projects or finance

KEY DETAILS

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MBA
Part-time Executive/Online Distance Learning

COURSE DETAILS

MBA Course Content
- Business Economics
- Financial and Management Accounting
- Corporate Finance
- People Management and Organisational Development
- Strategic Management Environment
- Strategic Operations and Project Management
- New Media Marketing
- Business Creativity, Innovation and Technology
- Commercialisation Project
- Leadership, Communication and Change
- Strategic Management
- Consultancy Project

MBA Oil and Gas Management
- Energy Marketing
- Financial and Management Accounting
- Corporate Finance
- People Management and Organisational Development
- Strategic Management Environment
- Strategic Operations Management: Oil and Gas
- Oil and Gas Management
- Oil and Gas Economics
- Leadership, Communication and Change
- Strategic Management
- Consultancy Project

Plus two electives from:
- Project Fundamentals
- Energy Policy and the Environment
- Oil and Gas Markets
- Natural Resource Economics
- Oil and Gas Contract Law
- Health, Safety and Risk in an Organisational Context

PROGRAMME OVERVIEW

Our MBA programme enables you to develop advanced leadership skills and an understanding of the functional components of management before moving into areas of specialist study and strategic management.

You will gain an understanding of the importance of the social, political, economical, cultural and technological elements of national and international strategy, enabling you to apply this knowledge to inform decision making.

Through the course structure, you will gradually gain experience of decision making in relation to a range of business functions. Through your choice of specialist modules, you will gain an in-depth understanding of a particular aspect of business management, allowing you to tailor your course to your career aspirations. This fundamental knowledge can then be applied at a strategic level in the strategic management and leadership modules where you will gain practical skills in analysis of complex corporate situations and generation of effective and innovative strategies for organisational success.

The final project module will give you the opportunity to further synthesise and apply specialist knowledge to professional practice.

All students work within a study-group environment on case studies, team activities, presentations and discussions. The study group is a peer-support network and allows for individuals to pull on the strengths and experiences of fellow classmates while being supported and challenged to address weaknesses.

You will have access to our online learning environment, Campus Moodle, allowing you to engage with the full level of services available on-campus and online. Resources for full-time students include a dedicated MBA suite equipped with PCs and a range of supportive and dynamic learning materials, including lecture slides, case studies, study groups, video footage and full library resources.

To complete the MBA programme, there are two compulsory group exercises (11 days in total) which all MBA students are required to attend; these include the Business Simulation Exercise and Leadership Week. See MBA overview on p59 for details.

All members of staff, whether part of the MBA management team, the academic faculty, the support team or technical team, are approachable and open.

PART-TIME

This course has been designed to fit around your work commitments, allowing you to complete the MBA on campus (weekend delivery) whilst continuing to work. Similar to the full-time MBA programme, you will be taught via a combination of guest speakers, seminars, workshops, lectures, group study, discussion, debate, simulation and presentations of findings by teams and individuals. You will cover the same modules as the full-time cohort, however these will be split over the first two years culminating in a dissertation in the final year.
**ONLINE DISTANCE LEARNING**

The *Financial Times* and *Business Week* rank our online MBA in the top 40 online MBA programmes available globally. The Aberdeen Business School MBA has also been ranked in the Global Top 50 (the Aspen Institute).

As per the part-time programme, the online MBA has been designed to fit in and around your work commitments, allowing you to study from any location. You will be taught via our virtual learning environment Campus Moodle, which allows us to recreate the same challenging interactive format of the on-campus MBA programme for those studying at a distance. The online MBA uses the same material and content as the full-time on-campus course and is delivered by the same subject specialists.

This course follows the same curriculum as the full-time programme and you will be taught via a mixture of online lectures (live and recorded), guest speakers, facilitated group activities, discussion forums and individual exercises culminating in a dissertation.

**DISSERTATION**

The dissertation (which replaces the Consultancy Project from the full-time course) allows you to work internally with colleagues on an issue relating to your organisation. You will be supported by a tutor throughout the process who will work with you to ensure your chosen topic is strategic in nature and sponsored directly by the managing director or chief executive officer of your organisation. For many students, project ‘buy-in’ opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile, providing significant benefits to both themselves and their employer.

**WHO SHOULD ATTEND**

The course has been designed to provide experienced practitioners with the advanced business, management and leadership skills required to operate at a strategic level as a contemporary business manager. The course is aimed at middle to senior managers or those aspiring to these positions.

**ENTRY REQUIREMENTS**

- 1st class or 2nd class upper (2:1) Honours-level degree
- Minimum three years’ professional experience that includes some management responsibility of people, resources, projects or finance

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### KEY DETAILS

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| **COURSE DURATION** | Part-time 32–36 months  
ODL 32–36 months |
| **FUNDING**       | Available, visit www.rgu.ac.uk/scholarships |
| **FINAL AWARD**   | MBA                                      |
| **COURSE LEADERS** | Bryan McNay  
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T +44 (0) 1224 263833  
Distance Learning  
Bukola Faturoti  
b.faturoti@rgu.ac.uk  
T +44 (0) 1224 263558 |
| **ACCREDITATION** | Association of MBAs  
CMI Association of MBAs |
| **FEES AND FURTHER INFORMATION** | Please visit www.rgu.ac.uk/mba |
| **APPLY ONLINE** | WWW.RGU.AC.UK/APPLYONLINE |

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PROGRAMME OVERVIEW

This MBA programme enables you to develop knowledge and skills relating to the strategic importance of Information Management in both public and private sector organisations. It also addresses a gap in provision of professional education for existing and aspiring Information Managers at executive level.

The emphasis of the course is on strategic management of information and knowledge assets in organisations. It is not an information technology or information systems based course and is of direct relevance to organisational information management professionals.

The course includes nine core AMBA accredited business, strategic and management modules. All modules are rooted in professional practice and are designed to facilitate the application of strategic thinking and leadership to business and information management.

Through the course structure, you will gradually gain experience of decision-making in relation to a range of business functions. This fundamental knowledge will be applied at a strategic level in the strategic management and leadership modules where you will gain the practical skills to help you analyse complex corporate situations and generate effective and innovative strategies for organisational success. The final project module will give you an opportunity to further synthesise and apply specialist knowledge to professional practice.

Information and its effective management are central to the success of business organisations and our knowledge-based society. This course is designed for professional practice in management at middle and higher levels for those with managerial experience in data management, information management, records management or knowledge management but who may have moved into management in this area from a scientific, technical or administrative business function.

This course has been designed to fit in and around your work commitments, allowing you to study from any location. You will be taught via our virtual learning environment Campus Moodle, which allows us to recreate the same challenging interactive format of the on-campus MBA courses for those studying at a distance delivered by the same subject specialists. You will be taught via a combination of online lectures (live and recorded), guest speakers, facilitated group activities, discussion forums and individual exercises culminating in a consultancy project.

You will be supported by our MBA Information Management online student portal providing you with dedicated online tutorial support and networking throughout the course allowing you to engage with the full level of services available on-campus and online. The Forum will facilitate document sharing, content creation (for example, wikis) and electronic communication with tutors and peers (using chat, discussion forums and video conferencing). This forum will allow you to share experiences, engage in debate and contextualise their knowledge across all modules of the course. In addition, the core business and strategic and management modules

MBA INFORMATION MANAGEMENT

COURSE CONTENT:

- Business Economics
- People Management and Organisational Development
- Financial and Management Accounting
- Strategic Management Environment
- Corporate Financial Management
- Strategic Operations and Project Management
- Knowledge Asset Management
- Strategic Management
- Leadership, Communication and Change
- Strategic Management
- Business Information and Intelligence
- Consultancy Project (Information Management)

Choose one from:

- New Media Marketing
- Marketing Concepts
are contextualised for the MBA Information Management students through relevant case studies and assignments.

If you are studying locally you will also have access to our dedicated MBA suite equipped with PCs and a range of supportive and dynamic learning materials including: lecture slides, case studies, study groups, video footage and full library resources.

Consultancy Information Management Project
The final MBA consultancy project addresses an information management problem.

This seven-week group consultancy project, allows you to put into practice leadership and strategic-thinking skills developed during the course. MBA projects are designed to enhance career options by developing and enhancing your research, analytical, communication and personal skills. All projects are strategic in nature and focus on real opportunities facing an organisation or government.

This element of the course is designed to enable you to apply knowledge within a practical context, face challenges of working within new settings, apply learning to new problems and earn valuable experience of working in a multi-national environment.

We work with you to ensure your project is strategic in nature and sponsored directly by the managing director or chief executive officer of your host organisation. For many students project ‘buy-in’ opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile, providing significant benefits to both themselves and their employer.

WHO SHOULD ATTEND
The course has been designed to provide experienced practitioners with the advanced business, management and leadership skills required to operate at a strategic level as a contemporary business manager. The course is aimed at middle to senior managers or those aspiring to these positions. Applicants should have a minimum of three years’ relevant work experience.

This course is suitable for those who will normally hold a first degree at Honours level (first class or upper second class) or equivalent. Those without a first degree who have five or more years senior management experience may gain access following successful completion of the Graduate Certificate Information Studies course (one year distance learning).

KEY DETAILS

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<th>STUDY OPTIONS</th>
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<td>COURSE LEADER</td>
<td>Dr Laura Muir</td>
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Equipped with the achievement and experience of this online Masters programme, those that aspire to manage and develop the future strategies for the profession will obtain many advantages from gaining this qualification in IM Professional.
The energy sector is a dynamic and demanding industry, continuously facing challenges and experiencing exciting new developments. Global competition is forcing all organisations operating within this industry to invest in its staff and develop strong management competencies, providing career opportunities for existing and prospective managers.

Our MBA Oil and Gas Management is the only AMBA accredited course of its type. In addition to its AMBA status, the online (e-MBA) course has been listed as one of the top Distance Learning MBAs available globally by the Financial Times and Business Week. The Aberdeen Business School MBA has also been ranked in the Global Top 50 (the Aspen Institute).

This innovative MBA enables you to develop advanced skills in strategy and management relating to the energy sector. You will gain an understanding of the importance of the social, political, economical, cultural and technological elements of national and international strategy, enabling you to apply this knowledge to inform decision making.

Through the course structure you will also gain experience of decision making in relation to a range of business functions. Within the specialist energy management modules, you will gain an understanding of the theory, practice and execution of business decisions within an energy context. This fundamental knowledge can then be applied at a strategic level in the strategic management module. The final consultancy project module will have an oil and gas management focus and enable you to further synthesise and apply specialist knowledge to professional practice.

Depending on your choice of study mode, you will be taught via a mixture of seminars, workshops, lectures, group study, discussion, debate, simulation and presentations of findings by teams and individuals. You will also participate in the business simulation exercise, leadership week and the consultancy project placement.

All students work within a study-group environment on case studies, team activities, presentations and discussions. The study group is a peer-support network and allows for individuals to pull on the strengths and experiences of fellow classmates while being supported and challenged to address weaknesses. You will have access to our online learning environment, Campus Moodle, allowing you to engage with the full level of services available on-campus and online. Resources for full-time students include dedicated computers, a dedicated MBA suite equipped with PCs, a range of supportive and dynamic learning materials including lecture slides, case studies, study groups, video footage and full library resources.

All members of staff whether part of the MBA management team, the academic faculty, the support team or technical team are approachable and open.
CONSULTANCY PROJECT

The course concludes with the oil and gas management project which enables you to put into practice the leadership and strategic-thinking skills which you will develop during the course. MBA projects are designed to enhance career options for all students by developing and enhancing your research, analytical, communication and personal skills. All projects are strategic in nature and focus on real opportunities facing an organisation or government department/agency.

Projects concerned with strategy in the oil and gas industry naturally bridge disciplines, functions and national boundaries and require considerable commitment from students. Previous projects have ranged from developing an international gas utilisation and monetisation strategy in West Africa, through developing global strategy and franchising for a major oil company, to examining consultancy opportunities for one of the Big Four consultancy companies.

Through this seven-week project you will face challenges of working within new settings, apply learning to new problems and earn valuable experience of working in a multi-national environment. We work with you to ensure your project is strategic in nature and sponsored directly by the managing director or chief executive officer of the host organisation.

For many students, project ‘buy-in’ opens a valuable channel of communication with the highest levels within their own organisation and improves their visibility and profile providing significant benefits to both themselves and their employer. For full-time students it provides a vehicle to support the transition between being an MBA student to being a manager with an MBA.

WHO SHOULD ATTEND

The course has been designed to provide experienced practitioners within the oil and gas sector with the advanced business, management and leadership skills required to operate at a strategic level as a contemporary oil and gas manager. The course is aimed at middle to senior managers or those aspiring to these positions within the oil and gas industry. Within the structure of this course we offer significant choice in terms of oil and gas subjects, study mode and career path. The energy focused modules cater for the full spectrum of oil and gas strategic management activities.

ENTRY REQUIREMENTS

• 1st class or 2nd class upper (2:1) Honours-level degree or equivalent professional qualification
• Minimum three years’ professional experience in the energy industry or related sector. This should include some management responsibility of people, resources, projects or finance
A-Z GLOSSARY OF MODULES

All modules covered within your course are listed on each of the course pages. The contents of the modules are summarised below.

Applied Policy Research
This module provides you with an understanding of the role of research in the policy process, while comprehending the principles of research design in an applied context. You will study a range of research methodologies and assess the use of research evidence in policy from a critical perspective.

Business Economics
This module provides you with an ability to critically assess economic principles and theories relevant to the analysis of business behaviour and the economic environment in which business organisations operate.

Business Environment
This module provides you with appropriate models and frameworks to permit analysis of key elements of the external environments that may affect an industry and from this analysis assess the ways in which the business can deal with competition, satisfy customers and meet its own objectives.

Business Information and Intelligence
This module aims to develop your knowledge and understanding of the types and value of business information and how it is managed and used to gain business intelligence.

Business Marketing and Innovation
This module examines current issues in B2B marketing including organisational buying behaviour, segmentation, demand analysis, and marketing communication along with the complementary functions of purchasing and supply chain management.

Change Management
This module provides you with an understanding of the processes which drive organisational change and the underpinning theoretical principles for managing change, as well as the skills and knowledge necessary to clearly identify the requirements for organisational change, and from critical analysis, determine and formulate justifiable strategies and action programmes for implementing change.

Commercial Realities for Project Management
This module promotes an understanding of the key commercial issues for project managers.

Comparative Government
This module provides you with awareness, understanding and the analytical tools of institutions and actors involved in a comparative perspective. In particular, to highlight the roles and interplay between executive, bureaucratic, legislative, judicial and other actors both within and across the national, supra-national and sub-national levels of governance, using a comparative approach and drawing on examples from across Europe and beyond.

Contemporary Public Services
The aim of this module is to examine the restructuring of the public services and assess their impact upon providers and users, as well as to evaluate the impact of public sector reforms upon the delivery and management of contemporary public services.

Corporate Finance and Treasury
This module provides you with practical knowledge and skills to successfully manage a company’s Treasury Operations and Capital Structure in a commercial environment.

Corporate Financial Management:
This module provides you with both the theoretical underpinning and the analytical skills required to effectively evaluate corporate financial management decisions.

The content of this module will normally cover the following issues: Firm’s Risk profiling, Estimation of firm’s weighted average cost of capital, Optimal capital structure, Firm Value Models, Shareholder value analysis, Firm’s payout policy, The theory and practice of capital investments, Corporate bonds, Risk Management, Corporate restructuring, Sustainable growth frameworks.
**Corporate Social Responsibility and Ethics in the Energy Sector**
This module will examine corporate social responsibility (CSR) as a business solution to addressing social and environmental challenges. It will cover practices, theories, concepts and definitions of CSR; evolution and debates; governance; development; human rights; globalisation; strategic perspective; reporting and measurement; and regional variations.

**Doing Business Overseas**
The aim of the module is to foster a substantive understanding of the central issues involved in trading internationally. These include the practicalities of engaging in both import and export, foreign investment and specific venture options.

**e-Business in Retail**
This module looks at the development and impact of information technology on the retail sector. You will also evaluate the reasons behind the use of e-business and other IT applications in the running of the processes of the contemporary retail organisation and identify future developments and present a range of technology applications that could potentially impact on the development of the retail sector.

**e-Business and IT Applications for Tourism and Hospitality**
This module enables you to evaluate the theoretical rationale and the strategic application of e-business within the tourism and hospitality sectors, proposing future opportunities for e-technology.

**e-Business Systems**
This module allows you to critically analyse and evaluate the concept and application of electronic business, the systems that support it and the opportunities it presents.

**EC Law and Institutions**
This module provides you with a greater comprehension of the nature of EC law through analysis of its institutions, sources of law, application of community law and an appreciation of the interaction of EC law with the law of member states and particularly the UK legal system.

**Economics of Business**
This module provides you with an ability to critically assess economic principles and theories relevant to the analysis of business behaviour and the economic environment in which business organisations operate.

**Employee Relations**
The aim of this module is to develop your knowledge and understanding of the principles and practices of human resource management in the area of employee relations, in both unionised and non-unionised organisations.

**Energy Finance**
This module will provide you with both the theoretical underpinning and the analytical skills required to effectively evaluate corporate financial management in UK energy companies.

**Energy Law and Policy**
The module will seek to examine, analyse and critically evaluate the major legal and policy developments at UK, EU and International level, as it relates to the energy sector. It will develop an understanding of the various roles and responsibilities of the key players in the energy sector, including the principal legal and regulatory arrangements, and the relationship between energy and the environment, sustainable development and climate change. The module will seek to examine the principles and policies that are relevant to the energy sector.

**Energy Policy and the Environment**
This module enables you to critically undertake an appraisal of the key energy challenges facing the United Kingdom, and to place this in a broader European and international context.

**Energy Taxation**
The module will seek to examine, analyse and critically evaluate the law at UK, EU and International level, as it relates to taxation and the resolution of tax disputes with particular reference to oil & gas taxation and the international tax treaty system. It will also seek to examine the principles and policies that make up the international oil and gas fiscal regime.
EU Public Policy
This module will develop your understanding of the policy processes of the EU and of the ways in which interested organisations can manage their relationship with it.

European Union Trade Law
This module will enable you to develop in-depth knowledge and critically assess, the development of EU trade law; to facilitate an understanding of the nature of European integration and of the central importance of internal/single market policies (such as free movement of goods); and the relationship between the internal market and EU competition law.

Events Management
This module provides you with the ability to appraise and evaluate the complexities of the event management industry, integrating events and key underpinning theories including service quality, project management and operations management.

Finance for Managers
This module provides you with the conceptual understanding, skills and analytical techniques to take effective decisions and control financial resources.

Financial Decision Making
This module provides you with the conceptual understanding, skills and analytical techniques to take effective decisions to enhance financial value.

Financial Theory
This module provides you with the ability to critically assess the theories and principles of finance and develop these theories to analyse the behaviour of financial markets and institutions.

Financing Public Services
The aim of this module is to analyse the costs of raising public funds and to provide students with public sector management tools which increase the efficiency of public sector finance.

Global Civil Society
This module provides you with an awareness and understanding of the way in which civil society has come to be a key concept in understanding contemporary political life. It surveys the links between globalisation and civil society.

Global Marketing Management
The aim of this module is to provide you with an understanding of the key dimensions of the international and global marketing environment from the perspective of a global marketing strategy.

Governance and Public Policy Making
This module provides you with an understanding of the concepts of ‘public policy’ and ‘governance’ and the ability to analyse these constructs in the context of governing.

Hazard Identification and Risk Management
This module will help you develop an understanding of the key principles of hazard identification and its effects on risk management in a range of workplace environments.

Health, Safety and Risk in an Organisational Context
This module develops a professional understanding of the principles and applications of risk management and the implications in an organisational context.

Health Safety and the Law
This module provides you with an in-depth understanding of the development of health and safety law in the United Kingdom.

Health Safety and Risk: Accident and Investigation Analysis
This module will help you develop an understanding of accident investigation processes and relevant statistical analysis techniques.

Health Safety and Risk: Behavioural Management
This module will help you to develop an understanding of the individual, group and organisational factors which may influence peoples’ behaviour and performance in relation to health, safety and risk.

Health Safety and Risk: People Management
This module will enable you to develop an understanding of the influence of people management issues in relation to health, safety and risk, namely competence, communication, control and co-operation in securing safe working practices.
Health Safety and Risk: Professional Development and Practice
This module will enable you to evaluate and reflect critically on your personal and professional development and practical learning experience, as well as the ability to demonstrate your capability to apply your knowledge and understanding of health and safety and risk management to a current workplace related problem.

Health, Safety and Risk: Strategic Management
This module will enable you to develop an understanding of organising, planning, implementing, reviewing and continuously improving the health, safety and risk management techniques at a strategic level.

Human Resource Management
This module will allow you to carry out a critical appraisal of both the theories and practices of human resource management as they relate to strategic management in a business context.

Information Technology
This module provides you with knowledge and understanding of IT and information systems and the knowledge and skills to apply software solutions to business and management issues.

International Banking
This module examines the role and importance of bank financial management to the modern bank. The main aim is to provide a rigorous understanding of the strategic context, the main techniques of practical financial management and decision-making process in banks.

International Business
The aim of the module is to study selected aspects of business relating to the management of the firm in an international environment.

International Business Law
This module will provide you with an understanding of the key legal principles involved in entering a contract in an international context.

International Corporate Governance
This module aims to give you an understanding of corporate governance issues, focusing initially upon the system in place within the United Kingdom and then exploring various governance systems across the world.

International Financial Management
This module allows you to critically evaluate the international financial environment of a multinational company, its unique risk exposures and the management of its international financial operations.

International Trade Organisations
In this module you will learn that the main aim of international trade organisations is to foster a substantive, contextual and critical understanding of the pre-eminent international trade organisations.

Knowledge Asset Management
You will develop an understanding of the types and forms of knowledge assets and how these can be managed effectively in organisational contexts in order to achieve competitive advantage.

Launching a New Venture
This module will introduce you to the principles, methods and challenges of business venture creation. This module explores writing a business plan, raising finance, growth strategies and networking.

Leadership Communication and Change
This module aims to familiarise you with key theories of leadership, and associated controversies and to equip you with the skills required to influence the behaviour of others, as well as enhancing your awareness of group dynamics and team building processes.

Leadership and Strategic Management
The aim of this module is to enable you to assess and analyse the roles that leaders and managers play in formulating, implementing and evaluating strategy in public service organisations, as well as applying the principles and techniques of strategic management in a range of public service contexts.
**Learning and Development**
This module will allow you to develop knowledge and understanding of the principles and practices of human resource management in the area of learning and development.

**Legal Context of HRM**
The aim of this module is to enable you to advise management on the implications of existing and impending legislation and case law in relation to organisational resources, policies and practices.

**Management Environment**
This module provides you with an introduction to business and management and examines the key issues associated with the internal and external environment within which organisations operate.

**Management of People**
This module allows you to develop transferable business skills that will be utilised in further academic study and which can be applied in the workplace.

**Managing Finance**
This module provides you with knowledge and understanding of the basic skills in the interpretation, application and communication of financial information.

**Managing Human Resources in a Business Context**
This module will provide you, from a human resource management perspective, with an understanding of the key issues and concepts associated with resource planning and organisational strategic decision making for firms operating within global, local and national business environments.

**Managing Information**
This module provides you with knowledge and understanding of the key principles and practices of managing information to support management decision making, especially in relation to financial resources.

**Managing and Leading People**
This module aims to give you a detailed understanding of the environmental, organisational and employment relationship factors which may influence the performance and commitment of people in organisations; in order to allow appreciation of how these factors can lead an organisation and its people towards high performance – or conversely, detract from or damage performance.

**Managing People**
This module aims to promote an understanding of the management of people within organisations by introducing key factors impacting on the structure and culture of organisations as well as the behaviour and attitudes of groups and individuals.

**Marketing**
This module provides you with an in-depth understanding and application of the principles and practice of marketing, with the ability to analyse, solve problems and undertake effective marketing decision making.

**Marketing Concepts**
This module will enable you to undertake a critical appraisal of marketing concepts, models, systems, strategies and processes. You will develop the ability to analyse, solve problems and undertake effective decision making in the context of marketing management within modern public and private sector organisations.

**Marketing Decisions**
This module allows you to undertake a critical appraisal of marketing models, systems, strategies and processes, and develop the ability to analyse, solve problems and undertake effective decision making in the context of practical marketing management.

**Market Research**
This module looks at the importance of market research, both primary and secondary, when making key business decisions to ultimately gain competitive advantage in the marketplace. You will also practise a range of research techniques including questionnaire design, sampling and data analysis.
Natural Resource Economics
You will gain a working appreciation of the fundamental areas of mineral/energy economics and mineral/energy economics in Australia. The content covers the economic analysis techniques, concepts and theories appropriate for decision making and policy formulation concerned with natural-resources issues. The relationship of non-renewable resource extraction to the economic development process will also be examined.

New Media Marketing
New media is becoming increasingly important. This module aims to introduce students to subjects such as online consumer behaviour, search marketing, social network and search engine optimisation, web management and online trading.

Oil and Gas Contract Law
This module is delivered online as part of an LLM degree in Oil and Gas Law. As a result you have the opportunity to engage with others studying this specialist subject. The module looks primarily at oil and gas contract law from a UK/North Sea perspective. You will develop an appreciation of the development of contract law in UK industry and examine contracts in terms of the legal, risk and dispute-resolution contexts.

Oil and Gas Management
This module introduces you to the nature and function of companies and other organisations involved in financial, commercial and contractual activities in the North Sea and worldwide oil and gas industries.

Oil and Gas Markets
This module provides a wide-ranging introduction to many of the key business-related issues in the global oil and gas industry with specific focus on energy markets, pricing, risk management, project finance, energy policy and geopolitical issues impacting the oil and gas industry.

Operations Management
This module provides you with an understanding of the concepts, systems and strategies relevant to operations management and an ability to analyse and solve problems associated with the design, planning and control of the production of goods and services through the application of key operational concepts and theories.

Operations Management: A Supply Chain Approach
This module enables you to undertake a critical appraisal of your organisation’s operations using the supply chain approach and to understand the ways in which strategic objectives are translated into decision making within operations and the wider supply chain.

Operations Management: Oil and Gas
This module discusses and debates the key principles and concepts of operations management in the context of the upstream oil and gas industry. It enables you to undertake a critical appraisal of an organisation’s operations and supply chain to understand the ways in which strategic objectives are translated into decision making.

People Resourcing and Reward
This module allows you to develop your knowledge and understanding of the principles and practices of human resource management in the area of people resourcing and the related area of employee reward.

Performance, Planning and Decision Making
This module provides a comprehensive, integrated understanding of the descriptors and measures used to evaluate and forecast business performance, preparing you to analyse and apply this information to make balanced decisions and develop plans for a business.

Personal and Professional Development
The aim of this module is to provide you with the opportunity of demonstrating knowledge and professional competence in a live HR context and a commitment to Continuing Professional Development (CPD) through systematically and continuously reviewing personal development.

Petroleum Economics and Asset Management
This module provides you with a working understanding of the role of petroleum economics in field development as well as through life incremental projects. The module examines these economic studies in the context of modern asset management-based organisation for oil and gas facilities where multi-discipline processes are typically deployed.
**Policy Analysis**
This module provides you with knowledge and understanding of the central concepts, approaches and methods of policy analysis and the ability to apply the skills of policy analysis in a practical context.

**Professional Body of Knowledge for Project Management**
This module provides you with the ability to synthesise knowledge and understanding, principles and practices in project management and apply these to meet the requirements of the project management profession.

**Project Fundamentals**
This module promotes an understanding of the key principles, concepts and strategies of project management while examining the broad project environment and applying project management tools and techniques to a real project.

**Project with Oil and Gas Management Focus**
This module develops business consultancy skills that are transferable into the business consulting profession or in internal consultancy positions within organisations. These skills will be developed through business research and/or consultancy practice within an organisation.

**Project Organisation and Behaviour**
This module provides you with an understanding of organisational learning, roles and behaviours, the interaction between conflict management and negotiation within the context of projects, and the nature of leadership and personnel management in the support and facilitation of teamwork.

**Project Planning and Control**
In this module you will critically assess, within a problem-solving environment, the processes and strategies undertaken by project managers to define, plan control and deliver project requirements.

**Project Strategy and Leadership**
This module enables you to undertake a critical appraisal of an organisation’s project operations using the models, theories and principles of project management and to understand the importance of strategy and leadership to the successful delivery of projects. In particular, the module is concerned with identifying ways in which strategic objectives are translated into decision making within projects and project portfolios.

**Project Management - Change Issues**
This module allows you to understand the implications of change in projects, specifically in the safety, technical and commercial and contractual areas to ensure that the limitations of change are minimised and opportunities are maximised. It also ensures that operations and processes conform to work procedures and/or established safe working practices and when deviations or change arise that they are managed effectively and safely.

**Project Management - Commercial & Strategic**
This module allows you to appraise the implications of financial and supplier issues within the project environment.

**Project Management - Operations**
This module enables you to gain a fundamental understanding of the corporate strategic process and how it relates to project management. The concept of leadership and its input into the strategic process, and its ramifications for team management are a significant part of this module.

**Projects: The Operational Context**
This module provides you with an overview of the key principles, practices and concepts of project management and its tools and techniques and an understanding of the broad project environment.
**Purchasing Principles and Law**
This module provides you with knowledge and understanding of key legislation that directly impacts upon purchasing decisions. It gives you a sound understanding of some key technical aspects relative to the purchasing function in organisations. It also encourages critical evaluation of some of the important purchasing tools and techniques.

**Quality & Environmental Management Systems**
This module promotes an understanding of the contribution of quality and environmental management systems to the achievement of organisational effectiveness.

**Quality Improvement**
This module discusses and debates the key principles and concepts of continuous improvement. You will evaluate the contribution of theorists in the field of quality management and critically assess the impact of self-assessment and measurement models in the drive for continuous improvement. You will also compare and contrast recent developments in quality and their impact on improvement.

**Retailing in Context**
This module looks at the scope and location of retail structures in the UK and the strategic development open to retailers. You will also examine the relationship within the supply chain process to support retail activity.

**Risk and Safety Management**
This module will allow you to develop a professional working understanding of the principles and applications of risk and safety management as they apply in project management.

**Social and Cultural Marketing**
This module examines current marketing issues, with particular focus on corporate social responsibility, ethics and social marketing. You will analyse the main issues involved with developing and implementing a framework for social marketing in not-for-profit organisations and learn to critically evaluate the role of ethics and social responsibility in today’s organisations and their impact on marketing activities.

**Social Welfare**
The aim of this module is to develop an understanding of the policy process in an applied context.

**Strategic Management**
This module provides you with a comprehensive understanding of the strategic management process for profit and not-for-profit organisations, which integrates the other core modules and provides a platform for the practice or further study of business activities. The module will also provide further understanding and experience of current strategic thinking and practice which identifies corporate success, excellence and strategic leadership to contribute to innovative decision making at senior and corporate level.

**Strategic Management Environment**
This module aims to provide an introduction to the strategic management environment and set the context for comprehensive study of strategic management in a range of contexts. You will explore key components of the strategic management environment and develop knowledge and skills in the interpretation of the strategic management environment through an exploration of approaches and techniques which contribute to complex problem identification in uncertain and dynamic business environments.

**Strategic Management in Tourism and Hospitality**
This module enables you to appraise, design, implement and evaluate future orientated plans for interacting with competitive environments from the perspective of tourism and hospitality related organisations and destinations as well as giving understanding and experience of current strategic thinking and practice which identifies corporate success, excellence, and strategic leadership to contribute to decision making in the tourism and hospitality business arena.
Strategic Operations and Project Management
This module will enable you to understand the fundamental importance of operations management and the relationships between stakeholder needs, organisational objectives and operational strategies. You will be required to analyse a range of strategic options available to operations decision-makers and to appraise and select the most appropriate sustainable operational strategies. You will learn to understand and apply the stage-gate approach to managing projects; to appraise, select, plan, control, manage and critically analyse the operational performance of organisations.

Strategic Purchasing
This module promotes an understanding of the contribution of the purchasing strategy to the achievement of organisational objectives.

Supply Chain Management
This module promotes an understanding of the contribution of the integrated supply chain to the achievement of organisational effectiveness.

Technical Implementation Team Project
This module provides an opportunity for you to demonstrate knowledge and professional competence in the technical implementation of projects as part of a project team and to instil a commitment to Continuing Professional Development (CPD) through an ability to systematically and continuously review personal development.

The Consumer, Media and Communications
This module examines the theories and concepts of consumer behaviour. You will learn to apply theories to the development of effective marketing and communication mixes. You will also critically analyse the communication process and the communications industry.

Values and Ethics in a Democratic Context
The module will allow you to examine the use and the importance of key values that underpin the operations of public sector organisations and the development of public policy. It will also help you to analyse how values and ethics relate to the theory and practice of democracy.
FURTHER INFORMATION

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HOW TO APPLY

The quickest and most efficient method of applying for any postgraduate course* at Robert Gordon University is to apply online at www.rgu.ac.uk/applyonline

ENTRY REQUIREMENTS

Most postgraduate courses in this guide are suitable for those who possess a UK undergraduate Honours degree. Other qualifications and appropriate experience may be considered with entry and is subject to the University’s judgement.

Applicants whose first language is not English should normally have an IELTS overall score of 6.5 with a minimum of 5.5 in each component. Alternative English language qualifications may be accepted for entry. Find out more information on our website at www.rgu.ac.uk/english-requirements

Certain courses may have additional conditions for entry. Please ensure you check the individual course information pages for full details of what is required.

If you go to the course you’re interested in applying for in this brochure, and type in the unique web address listed under the ‘Fees and further information’ section, this will take you to the individual course page on our website.

APPLY ONLINE

Applications for all postgraduate courses* are made online at www.rgu.ac.uk/applyonline

‘Apply Online’ is quick and easy to use, allowing you to complete pages in any order, and you may save your progress and come back to the form as many times as you like.

Supporting documents (certificates, academic transcripts, references and CV) are required to be uploaded at the time of application so please ensure you have these available.

International students

You can apply directly via our online application service or via one of our approved agents worldwide. Our local representatives will be able to advise you on our range of courses and assist you with your visa application. All international students looking to travel to and study within the UK are required to have a tier 4 visa.

For information relating to visits, visa requirements, funding or for a full list of our country representatives, visit www.rgu.ac.uk/international

Contact details

Our Postgraduate Admissions Office are happy to answer any queries you may have relating to your application.

PGOffice@rgu.ac.uk
T 01224 262132

*EXCEPTIONS TO APPLY ONLINE:
The following courses should be applied for via UCAS (www.ucas.com) instead:
MSc Social Work
M Architecture (part 2)
FEES AND FUNDING

Postgraduate students will normally make their own arrangements for payment of fees. However, there are a number of funding and scholarships options open to UK/EU and international students. All fees are listed on individual course pages on our website.

FUNDING

For enquiries regarding fee payment options, contact Student Finance on +44 (0)1224 262664 or email studentfinance@rgu.ac.uk

15% Alumni Loyalty Discount
We offer our alumni a 15% loyalty discount on the University’s postgraduate course fees. The discount applies to both home and overseas alumni (holders of undergraduate degrees from Robert Gordon University) who commence postgraduate study at the University. It can only be applied to tuition fees and cannot be used to cover any other programme-related expenses (e.g. residential costs, materials or membership fees).

For further information visit www.rgu.ac.uk/discount

Postgraduate Students Allowance Scheme (PSAS)
Postgraduate funding is in the form of a Postgraduate Tuition Fee Loan (PTFL). This was formerly known as the Postgraduate Students Allowance Scheme (PSAS). It is run by the Student Awards Agency for Scotland (SAAS).

Eligible (Scottish domiciled and EU) full-time students who have accepted a postgraduate place on a course can apply directly to the SAAS for a loan to cover up to £3,400 towards their tuition fees. Part-time students in this category can apply for up to £1,700 towards their tuition fees.

Further information can be found at www.rgu.ac.uk/pgfees

The application form is available to download from SAAS website. You should monitor the SAAS website for updates.

www.saas.gov.uk

Individual Learning Accounts (ILA 500)
Scottish domiciled students studying a part-time/distance learning postgraduate course at the University who earn less than £22,000 pa, may be entitled to apply for an ILA (Individual Learning Account) of up to £500.

Terms and conditions of these grants are reviewed annually, therefore students are advised to visit www.ilascotland.org.uk to check for availability.

SCHOLARSHIPS

RGU: SPORT scholarship
RGU: SPORT aims to assist with the development and promotion of sporting excellence in students and alumni of Robert Gordon University.

In support of this, there are a number of sports scholarships offered to promising sports men and women to support them in developing their talents and succeeding in their chosen sporting field whilst undertaking academic study. These are designed to help students in every aspect of their pursuit of sporting excellence and are not primarily concerned with offering financial assistance to recipients, but will be tailored to meet individual needs on a case by case basis.

Scholarships are offered on an annual basis to athletes who are at, or close to, national standard in their given sport. Financial assistance is awarded to support travel, training, equipment and competition expenses accrued during the academic year.

For further information visit: www.rgu.ac.uk/scholarships

Non-payment of fees
The University’s current sanction for non-payment of tuition fees is to withhold the conferment of awards to students who are in debt to the University.
Course-specific Scholarships and Funding

We have only listed a small portion of scholarships and funding options on this page.

We have a much wider list of course-specific scholarships and funding on our website. These include Merit, MBA, Talisman and Opito scholarships. As this information is regularly reviewed and updated, we recommend you check individual course pages on our site to access and check this information.

To access the full list available for an individual course, go to the course you’re interested in this brochure and you’ll find the unique web address in the right hand panel under the ‘Fees and further information’ section.
RESEARCH

The focus at Robert Gordon University is on applied research. An integral part of our purpose is to build a research base of staff and students who undertake highly relevant leading-edge research that advances knowledge and provides tangible benefits to the wider economy and society.

Our success in the Research Assessment Exercise (RAE) has led to substantial research grant income and corresponding significant increases in research project funding from the Research Councils, Technology Strategy Board, European Union, industry, charities and other external research funding bodies.

INSTITUTE FOR MANAGEMENT, GOVERNANCE AND SOCIETY RESEARCH (IMaGeS)

The Institute for Management, Governance and Society (IMaGeS) builds on research recognised in RAE 2008 as internationally excellent or world-leading within business and management, accounting and finance, public policy, information management and law.

BUSINESS & ENTERPRISE

Governance & Society:

Information & Communication:

The work of our doctoral candidates adds richness and diversity across all three themes with particular clusters of activity focussed in areas such as entrepreneurship, oil and gas, African contexts, information literacy, and environmental issues.

Our research and knowledge exchange activities are underpinned by the core values of scientific integrity, transparency, fairness, collaboration, openness to ideas and real social and economic impact. We work closely with industries, professions and government to extend the reach and impact of our research, empowering enterprise, business development, management and governance within a global knowledge society.

Director: Professor Dorothy Williams
E: d.williams@rgu.ac.uk  T: +44 (0)1224 263905
www.rgu.ac.uk/research/images

Graduate School

We offer three Doctoral degrees combining taught elements with practice focused research:

- Doctor of Philosophy (PhD)
- Doctor of Business Administration (DBA)
- Doctor of Information Science (DInfSci)

You will undertake a PgCert in Research Methods as part of your training and also have access to specialist classes across Scotland as part of our membership of the Scottish Graduate School, a partnership between 11 Scottish universities committed to the training and development of social science students.

Our Doctoral candidates are engaged in research that spans the social sciences as well as the globe. This body of work brings a richness, diversity and depth to all three of our themes. Over the past few years a number of clusters of research students have begun to develop around Entrepreneurship, Oil and Gas, African contexts, Information Literacy and Environmental issues.

Graduate School Leader: Dr Seonaidh McDonald
E: s.mcdonald@rgu.ac.uk
www.rgu.ac.uk/images
STUDENT SUPPORT

STUDENT HELP POINT
The University's Student Help Point should be your first point of call for all your queries and questions about student life.

You can pay...
Tuition fees, accommodation instalments, emergency loan repayments, graduation fees.

You can request...
Student status letters, including letters for a bank account and council tax purposes.

You can browse info on...
Careers, student finance, prospectuses, health, local info, what’s on.

And lots more...
We issue replacement ID cards, and sell the Monday to Friday First Bus pass, Stagecoach Unirider bus pass, and Study Skills handbook. Also check out our reference library covering local info, maps, health and finance.

CAREERS & EMPLOYABILITY CENTRE
The Careers & Employability Centre supports students and recent graduates to make informed decisions regarding their career and to assist them in achieving their career.

The Centre is quality assured by the matrix quality standard for information, advice and guidance services.

The following services are on offer and students are actively encouraged to make full use of these:

Bookable appointments and daily drop-in advice sessions; careers information; weekly workshops covering the full range of career planning and job search topics; JOBSHOP, your online opportunities database on course career management programmes, employer events and careers fairs.

For further information on our services, visit: www.rgu.ac.uk/careers

CHILDCARE
The Treehouse Early Care and Education Centre, managed by Bright Horizons Family Solutions, is situated on our Garthdee campus. This purpose-built facility provides the highest quality care and education for babies and children of three months to five years of age. For more information, visit: www.rgu.ac.uk/nurseryfacilities

INTERNATIONAL STUDENT ADVICE, VISA AND IMMIGRATION CENTRE
The International Student Advice, Visa and Immigration Centre provides international students with a wide range of support and advice which includes:

• advice on extending/renewing Tier 4 student visa/leave to remain
• producing Confirmation of Acceptance for Studies (CAS) to support students' visa extension applications
• advice on working during your studies
• organising a 'meet and greet' service on arrival at Aberdeen Airport and conducting orientation presentations during enrolment
• organising Police Registration and Health Screening on campus
• offering other general information affecting international students on issues including safety, transport, council tax, etc.

The Service also plays an important role in ensuring that the University complies with its Highly Trusted Sponsor Licence as part of Tier 4 of the Points Based System.

For more information on the service please visit www.rgu.ac.uk/international or email isa@rgu.ac.uk

COUNSELLING AND WELLBEING SERVICE
Supports and advises you on a wide range of pastoral and emotional issues to enable you to get the most out of your studies. Further information can be found at www.rgu.ac.uk/counselling
STUDY SKILLS AND ACCESS UNIT

The Study Skills and Access Unit offers you confidential advice, support and guidance with a range of academic study skills, including:

- Academic Writing and Critical Thinking
- Exam Preparation and Revision
- Maths, Statistics and Numeracy Skills
- English Language (for International Students)
- Study Skills (time management, presentation skills etc)
- Basic IT Skills

We tailor our service to suit you – you can arrange appointments on an individual or small group basis, and appointments can be face-to-face, via email or telephone.

Contact us at studyskills@rgu.ac.uk or visit www.rgu.ac.uk/studysupport for more information.

DISABILITY AND DYSLEXIA SUPPORT

The Disability and Dyslexia Centre supports disabled students to realise their academic potential by working with academic colleagues to improve the teaching and learning environment. It is validated by the Scottish Government to undertake Needs Assessments.

We support individuals with physical and sensory impairments, health conditions, dyslexia or other specific learning differences, and those with short- or long-term support needs. The service employs a dedicated Enabling Technologist who provides advice and support in the use of assistive and enabling technology, and an Educational Psychologist.

For further information about the specific support we offer, please contact the Disability and Dyslexia Service on +44 (0)1224 262103 or email disability@rgu.ac.uk
LOOKING FOR A PLACE TO STAY?

Aberdeen is a truly student-focused city, where you will meet people from all over the world. That's one reason why studying at Robert Gordon University is such a rewarding experience.

Our accommodation
Robert Gordon University has various purpose-built accommodation developments situated in the city and at the Garthdee campus. The flats are well equipped, and some of the accommodation is en-suite, whilst the remainder has shared washing and toilet facilities.

The rent you pay generally includes 24/7 high-speed internet access, all utilities, and personal contents insurance. The rent rates for session 2013/14 range from £92 to £135 per week. You can have a look at the most up-to-date information on our website: www.rgu.ac.uk/accommodation or you can call us on +44 (0)1224 262130 or email accommodation@rgu.ac.uk

Applications
Application for University accommodation normally opens around late April and is made online at www.rgu.ac.uk/roomonline

To apply you must live outwith the Aberdeen area and have accepted an unconditional or conditional offer or have an insurance offer.

Private sector accommodation
See our website under ‘Alternative Accommodation’ for links to www.rgustudentpad.co.uk and other advertising sites for private flats/rooms. Prices in the private sector start at around £80 per week (excluding bills).

Adapted accommodation
Our Student Accommodation Service has a number of adapted flats. If you have specific requirements for adaptations or equipment, you should contact the Accommodation Services directly to discuss your requirements on +44 (0)1224 262130

Need more information?
For the most up-to-date information about accommodation, go to our website or contact us direct. We would be delighted to help and look forward to welcoming you to Aberdeen.
www.rgu.ac.uk/accommodation
Our beautiful Garthdee campus sits on the banks of the River Dee.

A regular bus service connects the campus with Aberdeen city centre.

For further information on transport links, go to www.rgu.ac.uk/transport

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**Sat Nav Postcodes**

- Gray’s School of Art: AB10 7QD
- The Scott Sutherland School of Architecture and Built Environment: AB10 7QB
- Aberdeen Business School: AB10 7QE
- Faculty of Health and Social Care: AB10 7QG
- Engineering, Computing, Pharmacy and Life Sciences: AB10 7QQ
Robert Gordon University is in Aberdeen, one of Scotland’s liveliest and most dynamic cities. Aberdeen is easy to reach by road, rail or air. Study takes place at the Garthdee campus on the River Dee. Garthdee is located at the southside of the city, approximately three miles from the centre of Aberdeen.
This guide is intended as a guide for applicants for courses delivered by Robert Gordon University. In compiling it, the University has taken every care to be as accurate as possible, and the information in this guide is correct at the time of going to print, but the guide must be read as subject to change at any time and without notice.

The University undertakes to make every reasonable effort to provide the teaching and academic facilities necessary for applicants’ programmes of study. However, the University reserves the right, if such action is considered to be necessary, to make variations to fees and/or to vary the content or delivery method of any course at any time. In addition, the University may, at its sole discretion, discontinue or amalgamate any course(s). In these rare cases, the University will notify applicants as soon as possible and reasonable steps will be taken to provide a suitable alternative to a discontinued course.

EQUAL OPPORTUNITIES
No discrimination is made on the grounds of age; disability; gender reassignment; pregnancy and maternity; race; religion and belief; sex or sexual orientation when considering applications for places on courses. All members of the University are responsible for helping to ensure that you do not suffer any form of harassment and that you are encouraged and supported in any legitimate complaint.

CREDITS
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